To supplement our financial information, which is prepared and presented in accordance with generally accepted accounting principles in the United States of America, or GAAP, we use the following non-GAAP financial measures: Adjusted EBITDA, Adjusted EBITDA as percentage of revenue, and Adjusted Costs and expenses. The presentation of this financial information is not intended to be considered in isolation or as a substitute for, or superior to, the financial information prepared and presented in accordance with GAAP. We use these non-GAAP financial measures for financial and operational decision-making and as a means to evaluate period-to-period comparisons. We believe that these non-GAAP financial measures provide meaningful supplemental information regarding our performance by excluding certain items that may not be indicative of our recurring core business operating results.

We believe that both management and investors benefit from referring to these non-GAAP financial measures in assessing our performance and when planning, forecasting, and analyzing future periods. These non-GAAP financial measures also facilitate management’s internal comparisons to our historical performance. We believe these non-GAAP financial measures are useful to investors both because (1) they allow for greater transparency with respect to key metrics used by management in its financial and operational decision-making and (2) they are used by our institutional investors and the analyst community to help them analyze the health of our business.

There are a number of limitations related to the use of non-GAAP financial measures. In light of these limitations we provide specific information regarding the GAAP amounts excluded from these non-GAAP financial measures and evaluating these non-GAAP financial measures together with their relevant financial measures in accordance with GAAP.

For more information on these non-GAAP financial measures, please see the section titled “Non-GAAP Reconciliations” included at the end of this deck.
Forward Looking Statements

This presentation may contain forward-looking statements regarding our future business expectations, which involve risks and uncertainties. Actual results may differ materially from the results predicted, and reported results should not be considered as an indication of future performance. Forward-looking statements include all statements that are not historical facts and can be identified by terms such as "anticipate," "believe," "contemplate," "continue," "could," "estimate," "expect," "hope," "intend," "may," "might," "objective," "ongoing," "plan," "potential," "predict," "project," "should," "target," "will," or "would" or similar expressions and the negatives of those terms. Forward-looking statements involve known and unknown risks, uncertainties and other factors that may cause our actual results, performance or achievements to be materially different from any future results, performance or achievements expressed or implied by the forward-looking statements. These risks, uncertainties and other factors relate to, among others: the outcome of a legal appeal in the UK regarding the classification of Drivers and a related tax case before the UK tax authority, developments in the COVID-19 pandemic and the impact on our business and operations, competition, managing our growth and corporate culture, financial performance, investments in new products or offerings, our ability to attract drivers, consumers and other partners to our platform, our brand and reputation and other legal and regulatory developments and proceedings, particularly with respect to our relationships with drivers and delivery persons. In addition, other potential risks and uncertainties that could cause actual results to differ from the results predicted include, among others, those risks and uncertainties included under the captions "Risk Factors" and "Management’s Discussion and Analysis of Financial Condition and Results of Operations" in our most recent quarterly report on Form 10-Q for the quarter ended September 30, 2020 and subsequent annual reports, quarterly reports and other filings filed with the Securities and Exchange Commission from time to time. All information provided in this presentation is as of the date hereof and any forward-looking statements contained herein are based on assumptions that we believe to be reasonable as of such date. We undertake no duty to update this information unless required by law.
Contents

01 2020 Review  Strong execution in a challenging environment

02 Uber today  Global platform addressing a massive opportunity

03 Mobility  Undisputed global leader

04 Delivery  Global scale and local leadership

05 Freight  Disrupting freight brokerage

06 Financial model & equity investments

07 Board & Sustainability
01

2020 Review

Strong execution in a challenging environment
2020 was a year like no other.
We moved rapidly to focus the company towards growth opportunities while securing our future.

**Jan’ 20**
- Careem acquisition closed
- Divested Uber Eats in India for ownership stake in Zomato

**Apr’ 20**
- Uber Direct and Uber Connect launched

**Jul’ 20**
- Postmates acquisition announced
- Grocery expansion begins
- Acquired Routematch

**Sep’ 20**
- $500 million Senior Notes refinancing
- Uber Freight in Europe divested for ownership stake in Sennder
- Uber found “fit and proper” to operate in London

**Nov’ 20**
- Proposition 22 passes in California
- Uber Reserve launched

**Mar’ 20**
- COVID-19 impacts begin

**May 20**
- 8 sub-scale Delivery markets exited
- $1 billion run-rate fixed costs reduction commitment
- Headcount reduction impacts nearly 25% of Uber’s workforce
- Divested JUMP for ownership stake in Lime
- $1 billion Senior Notes offering completed

**Aug’ 20**
- Autocab acquisition announced

**Oct’ 20**
- Uber Freight raises $500M in funding from Greenbriar
- SK Telecom joint-venture announced

**Dec’ 20**
- Postmates acquisition closed
- Announced ATG and Uber Elevate divestitures for ownership stakes in Aurora Innovation and Joby Aviation resp.
- $1.15 billion Convertible Senior Notes offering completed
Focus on core opportunities

Portfolio at end of year

Mobility  Delivery  Freight

Divested ATG, Elevate, Freight Europe and Jump (Micro-mobility) in 2020
Employee headcount down to 19K from 27K at the beginning of the year
Steadily recovering from pandemic impacts with a leaner cost base

Gross Bookings ($B)

<table>
<thead>
<tr>
<th></th>
<th>Q1’20</th>
<th>Q2’20</th>
<th>Q3’20</th>
<th>Q4’20</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mobility</td>
<td>109</td>
<td>3.0</td>
<td>5.9</td>
<td>6.8</td>
</tr>
<tr>
<td>Delivery</td>
<td>4.7</td>
<td>7.0</td>
<td>8.6</td>
<td>101</td>
</tr>
<tr>
<td>Uber</td>
<td>15.8</td>
<td>14.7</td>
<td>14.7</td>
<td>172</td>
</tr>
</tbody>
</table>

Adj. EBITDA ($M)

<table>
<thead>
<tr>
<th></th>
<th>Q1’20</th>
<th>Q2’20</th>
<th>Q3’20</th>
<th>Q4’20</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mobility</td>
<td>581</td>
<td>50</td>
<td>245</td>
<td>293</td>
</tr>
<tr>
<td>Delivery</td>
<td>(313)</td>
<td>(232)</td>
<td>(183)</td>
<td>(145)</td>
</tr>
<tr>
<td>Uber</td>
<td>(454)</td>
<td>(612)</td>
<td>(837)</td>
<td>(625)</td>
</tr>
</tbody>
</table>
We focused on doing our part in safely moving what mattered in 2020

We put safety first...

- Tech innovations
- New policies & standards
- Education & awareness
- **231 Million** mask verifications
- **99.5%** of trips have no reported issues

---

We supported drivers & delivery people by committing...

- **30 Million** masks/face covers distributed
- **$24 Million** in financial assistance
- **600K** canisters of Clorox Disinfecting Wipes

---

We supported our communities by committing...

- **10 Million** free rides & meals
- **10 Million** rides for vaccine access
- **54 countries**
- **200 partnerships**
In 2021, we will help the world move again

Committed 10 million free or discounted rides
- to help make sure that transportation is not a barrier to getting the vaccine

Advocating for drivers
- to be prioritized with other frontline workers for vaccine access

Partnerships to improve vaccine access
- Uber’s partnerships so far include Moderna and Walgreens

More to come...
Uber today

Global platform addressing a massive opportunity
Go → Your daily commute. Get ← Your weekly essentials.
One membership to do more for less

Uber Pass

Go → Meetings in midtown. Get ← Eats from uptown.
One membership to do more for less

Uber Pass

Wall Street
Home
Broadway
La Défense
Chatham Square
Times Square
The office
Piccadilly
Market Street
Madison Square
Battersea
JFK
Houston Street

Gift cards
Chocolate cake
Family pizza
CVS pharmacy
Caesar salad
BBQ ribs
Cheeseburgers
IKEA assembly
Red wine
Hot and sour soup
Manicure
Noodle soup
Chicken wings

→ ←
Unlocking a massive market

Mobility TAM
$5T+
All passenger vehicle & public transport trips in 175 countries

Delivery TAM
$5T+
Global spend on Retail restaurants, Home Delivery, Takeaway, Drive Thru, Eat-in
Grocery spend in markets serviced

Freight TAM
$3.8T
Global trucking logistics costs

Please see Uber's S-1 for more details on Mobility, Food Delivery and Freight TAM definitions, as well as details on Serviceable Addressable Market (SAM). Grocery TAM of $2.7T is defined as 2020 total consumer spend on grocery in markets serviced.
Uber Mobility

#1 in every major region in which we operate

<table>
<thead>
<tr>
<th>Region</th>
<th>Category position</th>
</tr>
</thead>
<tbody>
<tr>
<td>US &amp; CA</td>
<td>&gt; 65%</td>
</tr>
<tr>
<td>LatAM</td>
<td>&gt; 65%</td>
</tr>
<tr>
<td>Europe</td>
<td>&gt; 65%</td>
</tr>
<tr>
<td>ANZ</td>
<td>&gt; 65%</td>
</tr>
<tr>
<td>MEA</td>
<td>&gt; 65%</td>
</tr>
<tr>
<td>India</td>
<td>~50%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Region</th>
<th>Ownership stake</th>
</tr>
</thead>
<tbody>
<tr>
<td>Russia / CIS</td>
<td>~35% of Yandex Taxi</td>
</tr>
<tr>
<td>Southeast Asia</td>
<td>~16% of Grab</td>
</tr>
<tr>
<td>China</td>
<td>~15% of Didi</td>
</tr>
</tbody>
</table>

1. Percentages are based on our internal estimates of Gross Bookings using available information as of Jan 31, 2021
2. Includes countries acquired as part of Careem acquisition
3. Ownership stakes as of December 31, 2020 before adjusting for employee options, if any. In Q1'21, Uber sold $207 million of Didi shares and also entered into a definitive agreement to sell an additional $293 million of Didi shares. If completed, the shares sold in Q1'21 will represent approximately 8% of our Didi shares as of December 31, 2020
Uber Delivery

Largest global food delivery operations (ex-China)\(^1\)

Uber has the category leader position in countries delivering a majority of international Gross Bookings including Australia, Japan, France, Portugal, Mexico and many others – international markets represent 60% of Uber’s Delivery Gross Bookings.

Post footprint rationalization in 2020, Uber is now in a clear #1 or #2 position nearly in the entirety of our footprint.

<table>
<thead>
<tr>
<th>Region</th>
<th>Ownership stake</th>
</tr>
</thead>
<tbody>
<tr>
<td>Russia / CIS</td>
<td>~35% of Yandex Taxi</td>
</tr>
<tr>
<td>Southeast Asia</td>
<td>~16% of Grab</td>
</tr>
<tr>
<td>China</td>
<td>~15% of Didi</td>
</tr>
<tr>
<td>India</td>
<td>~10% of Zomato</td>
</tr>
</tbody>
</table>

1. Based on majority owned operations’ Gross Bookings
2. Includes countries acquired as part of Careem acquisition where regulatory approval has been obtained
Delivery provided a natural hedge to Mobility in 2020

Gross Bookings

- $19B in '16
- $34B in '17
- $50B in '18
- $65B in '19
- $58B in '20

Gross Bookings

- 50% CAGR
- -11% YOY growth rate shown in constant currency

Gross Bookings

- $58B

Delivery +109% YoY

93M

MAPCs

Delivery +66% YoY

3.5M

Drivers

5B

Trips

675K

Merchants

Gross Bookings, Trips are FY 2020. MAPCs, Drivers, Merchants are as of Q4 2020.

1. Gross Bookings YoY growth rates shown in constant currency.
3. YoY growth excluding exited markets.
Leveraging our unique assets to launch, scale, and optimize our businesses

**Leading technology**
Differentiated, proprietary demand prediction, dispatching, matching, payments, pricing, routing, and safety technologies are utilized across all segments.

**Product expertise**
Set the standard for powering on-demand movement, and provide users with a safe, intuitive, and continuously improving experience.

**Massive network**
Massive, efficient, and intelligent; our network becomes smarter with every trip, utilizing data to power movement at the touch of a button.

**Brand recognition**
Named a top 100 brand; leverage brand and reach to launch and scale new businesses.

**Operational excellence**
Regional on-the-ground operations enable better support for platform users, enhance relationships with cities and regulators, and accelerate new product launches.

**Scale efficiency**
Our global scale provides significant operational cost and efficiency advantages.
Common tech stack enables rapid scaling of new verticals

Uber’s tech stack drives lower costs, higher development velocity, and better cross promotion and retention of consumers and drivers.

- Uber Eats integration on Uber app
- Common U4B features for Mobility and Delivery
- Shared driver/courier app
- Trip fulfillment platform
- Shared components (experiment, maps services, safety etc.)

Common tech
Membership a key priority in 2021

Competitively differentiated and strong consumer proposition

5M+

Members as of 2020*

Launched in 16 countries in 2020, rolling out to more geographies in 2021

Consumers gain access to benefits across Mobility and Delivery

Uber benefits from increased consumer loyalty and spend

* As of 12/31/2020
Redesigned Uber app improves cross platform usage

Redesigned app rolled out globally to iOS in Q3 and Android in Q4 2020

Uber app drove over 10% of Uber Eats first time trips in Q4 2020, and well over $1 billion of run-rate Delivery Gross Bookings
Uber continues to lead Mobility & Delivery app downloads globally

10 Most Downloaded Travel Apps in 2020

<table>
<thead>
<tr>
<th>#</th>
<th>App</th>
<th>Downloads</th>
</tr>
</thead>
<tbody>
<tr>
<td>#1</td>
<td>Uber</td>
<td>95M</td>
</tr>
<tr>
<td>#2</td>
<td>Google Maps</td>
<td>88M</td>
</tr>
<tr>
<td>#3</td>
<td>Google Earth</td>
<td>61M</td>
</tr>
<tr>
<td>#4</td>
<td>Booking.com</td>
<td>50M</td>
</tr>
<tr>
<td>#5</td>
<td>Airbnb</td>
<td>42M</td>
</tr>
<tr>
<td>#6</td>
<td>Grab</td>
<td>32M</td>
</tr>
<tr>
<td>#7</td>
<td>AutoNavi Maps</td>
<td>31M</td>
</tr>
<tr>
<td>#8</td>
<td>inDriver</td>
<td>27M</td>
</tr>
<tr>
<td>#9</td>
<td>Lyft</td>
<td>24M</td>
</tr>
<tr>
<td>#10</td>
<td>Hello Travel</td>
<td>23M</td>
</tr>
</tbody>
</table>

Top 10 Food Delivery Companies by App Downloads in 2020

<table>
<thead>
<tr>
<th>#</th>
<th>Company</th>
<th>Downloads</th>
</tr>
</thead>
<tbody>
<tr>
<td>#1</td>
<td>Uber</td>
<td>92M</td>
</tr>
<tr>
<td>#2</td>
<td>Delivery Hero</td>
<td>53M</td>
</tr>
<tr>
<td>#3</td>
<td>Just Eat Takeaway</td>
<td>52.5M</td>
</tr>
<tr>
<td>#4</td>
<td>DoorDash</td>
<td>45M</td>
</tr>
<tr>
<td>#5</td>
<td>iFood</td>
<td>22M</td>
</tr>
<tr>
<td>#6</td>
<td>Zomato</td>
<td>20M</td>
</tr>
<tr>
<td>#7</td>
<td>Deliveroo</td>
<td>17M</td>
</tr>
<tr>
<td>#8</td>
<td>Rappi</td>
<td>16M</td>
</tr>
<tr>
<td>#9</td>
<td>Glovo</td>
<td>15M</td>
</tr>
<tr>
<td>#10</td>
<td>Swiggy</td>
<td>14M</td>
</tr>
</tbody>
</table>

App downloads are excluding China
Source: Apptopia
Uber for Business (U4B) Gross Bookings only declined 25% YoY despite a 51% YoY decline in U4B Mobility business in Dec’20, as Eats on U4B expanded 30X through 2020.

Eats on U4B now represents 35% of U4B Gross Bookings and we expect to continue to invest aggressively in this large and growing opportunity.

When business travel recovers, we expect U4B to drive strong growth for Uber.
Mobility
Undisputed global leader

46% Of 2020 Gross Bookings
Rigorous cost management drove improving profitability

Mobility Gross Bookings ($B), %’s YoY*

Mobility Adjusted EBITDA ($M)

Mobility delivered positive EBITDA through 2020 with healthy incremental margins from the bottom in Q2 despite significant topline headwinds.

As Mobility continues to recover, we expect Mobility to be the profit engine for Uber in 2021.

*YoY Growth %’s are in constant currency
COVID impacts moderating in recent lockdowns

Recovery in NYC was impacted by a new wave of cases, but impacts well below Q2

- **2/29:** First reported COVID-19 case in NYC
- **3/7:** Gov. Cuomo declares a “State of Emergency” in NY State
- **3/17:** Uber’s “Pool” service is suspended. Lyft and Via follow suit shortly after.
- **6/8:** NYC Phase 1 begins
- **6/22:** NYC Phase 2 begins. Outdoor dining permitted.
- **7/6:** NYC Phase 3 begins
- **9/21:** In-person learning resumes
- **9/23:** 7-day positivity reaches 10% and continues to grow throughout Q4
- **9/30:** Indoor Dining Resumes
- **11/19:** Public schools close (reopen 12/7 through end of Q4)
- **12/11:** Indoor dining banned

New COVID Cases

NYC Trips, YoY
Markets beginning to return to growth

January 2021 Gross Bookings YoY\(^1\)
(Indexed)

<table>
<thead>
<tr>
<th>Country</th>
<th>YoY %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Taiwan</td>
<td>116%</td>
</tr>
<tr>
<td>Brazil</td>
<td>89%</td>
</tr>
<tr>
<td>New Zealand</td>
<td>89%</td>
</tr>
<tr>
<td>Hong Kong</td>
<td>83%</td>
</tr>
<tr>
<td>Australia</td>
<td>82%</td>
</tr>
</tbody>
</table>

Mobility recovers as movement restrictions ease. Two of the largest Mobility markets - Brazil and Australia were down only 10-20% YoY in January.

In these markets, most use-cases other than Airport trips are more than 80% recovered.

\(^1\) YoY growth %’s are in constant currency
Social and workday+commute usage recovering fast in reopening markets

January 2021 Gross Bookings YoY (indexed) by use case¹
(Average across Brazil, Australia, New Zealand, Taiwan and Hong Kong)

Social usage and Workday+ Commute usage has recovered over 90% and over 80% respectively in all markets.

Airport usage remains depressed with a wide range - Taiwan and Hong Kong are less than 10% recovered, while Brazil and New Zealand are 50% recovered.

1. YoY growth %'s are in constant currency.
Expanding the category in 2021 and beyond

**New products & segments**

Focus markets: Established developed markets

Uber Reserve, Green, Hourly and Rentals

Addressing new use cases and consumer preferences. Uber Reserve in particular, opens up the livery opportunity and unlocks sparse, non-urban areas.

**Hailables (Taxi/Auto/Moto)**

Focus markets: Emerging markets

Hailable (Taxi/Auto/Moto) products continued their strong progress into Q4 with 50% QoQ growth. Taxi, in particular, was one of our few Mobility products that grew YoY, recording over 20% growth.

**Uber for Business & Transit**

Focus markets: All

U4B to address evolving business travel and broader corporate use cases, while leveraging deeper platform engagements with Eats.

Continuing to expand multi-modal “Transit and Uber” product. Deepening engagements with Transit agencies around the world through Routematch assets.

**Expansion markets**

Focus markets: Greenfield opportunity

Germany, Spain, Italy, South Korea, Japan, Argentina

We will continue to invest in these untapped opportunities in several top 10 GDP countries, with over $30B of annual taxi receipts.
Delivery

Global scale and local leadership

52% Of 2020 Gross Bookings
Delivery is following the Mobility playbook

Run-rate Gross Bookings* ($B)

<table>
<thead>
<tr>
<th></th>
<th>Mobility GBs</th>
<th>Delivery GBs</th>
</tr>
</thead>
<tbody>
<tr>
<td>M1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>M10</td>
<td></td>
<td></td>
</tr>
<tr>
<td>M20</td>
<td></td>
<td></td>
</tr>
<tr>
<td>M30</td>
<td></td>
<td></td>
</tr>
<tr>
<td>M40</td>
<td></td>
<td></td>
</tr>
<tr>
<td>M50</td>
<td></td>
<td></td>
</tr>
<tr>
<td>M60</td>
<td></td>
<td></td>
</tr>
<tr>
<td>M70</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Delivery $10B
Nov’15

Delivery $10B
Nov’18

Delivery $30B
May’20

Mobility $30B
Sep’15

Delivery $40B
Nov’20

Run-rate Gross Bookings^ ($B)

<table>
<thead>
<tr>
<th></th>
<th>Uber Delivery</th>
<th>Grubhub</th>
<th>DoorDash</th>
<th>Just Eat Takeaway</th>
</tr>
</thead>
<tbody>
<tr>
<td>1Q16</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1Q17</td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>1Q18</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1Q19</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Q120</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Leveraged existing infrastructure brand, operations, and technology to expand rapidly

And built the largest food delivery company in the world, excluding China

*Annualized Gross Bookings run-rate based on monthly gross bookings.
^Annualized Gross Bookings run-rate based on quarterly Gross Bookings; 2020 Gross Bookings annualized from reported Gross Bookings/Gross Food Sales/Gross Merchandise Value/Gross Order Value.
Delivery tapped into growth opportunities while improving margins in 2020

In 2020, Delivery saw strong structural tailwinds and Uber executed to capture outsized growth.

At the same time, we continued towards segment EBITDA breakeven, with nearly half of our Delivery markets EBITDA profitable in Q4'20.

We remain committed to achieving Delivery EBITDA breakeven in 2021.
Significant progress made in 2020

**Delivery MAPCs***

<table>
<thead>
<tr>
<th>Quarter</th>
<th>Q1'20</th>
<th>Q2'20</th>
<th>Q3'20</th>
<th>Q4'20</th>
</tr>
</thead>
<tbody>
<tr>
<td>YoY</td>
<td>55%</td>
<td>73%</td>
<td>80%</td>
<td>66%</td>
</tr>
</tbody>
</table>

**Delivery Active Merchants**

<table>
<thead>
<tr>
<th>Quarter</th>
<th>Q1'20</th>
<th>Q2'20</th>
<th>Q3'20</th>
<th>Q4'20</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total</td>
<td>450K</td>
<td></td>
<td></td>
<td>675K</td>
</tr>
</tbody>
</table>

* Delivery MAPCs and YoY figures exclude exited markets
Profitable markets demonstrate long-term potential

Delivery Gross Bookings and Adjusted EBITDA margins Q4’20 profitable markets cohort vs. investment markets cohort

**Gross Bookings**

- **Profitable markets**
  - Q4'19: $2.5B
  - Q4'20: $7.5B (~+150% YoY)
- **Investment markets**
  - Q4'19: $2.5B
  - Q4'20: $7.5B (~+100% YoY)

**Adjusted EBITDA margin (% of GB)**

- **Profitable markets**
  - Q4'19: -3%
  - Q4'20: 4%
- **Investment markets**
  - Q4'19: -11%
  - Q4'20: -3%

Note: Profitable markets include the 15 markets that were Delivery EBITDA profitable in Q4'20, and investment markets represent the rest of Delivery's existing footprint. Gross Bookings and Adjusted EBITDA exclude exited markets.

Delivery made significant progress towards EBITDA breakeven in 2020. Market level trends demonstrate a strong investment case, with the 15 profitable markets in Q4'20 generating over $100 million in Delivery EBITDA (4%+ of GB), while growing 100% YoY.

Investment markets improved EBITDA margins by a similar magnitude YoY, while delivering 150% YoY growth.
Growth bets ramping in 2021

Grocery and New Verticals exited 2020 at over $1.5B in run-rate Gross Bookings

Uber Direct, Connect and Postmates DaaS addressing additional delivery opportunities

Ads rolled out to six countries in 2020 and was adopted by nearly 44k active restaurants
Grocery and New Verticals

Over $1.5B annualized run-rate Gross Bookings in Q4 2020 and we expect further expansion in 2021.
Uber Direct

Uber Direct powers on-demand local delivery of anything. Frictionless and flawless.

Uber Direct, Connect and Postmates DaaS* expand the opportunity beyond Uber’s marketplace apps - improving utilization of our courier network, and increasing selection and choice for consumers.

* Delivery as a Service
Freight
Disrupting freight brokerage

2% Of 2020 Gross Bookings
Technology is accelerating industry transformation

Outsourcing logistics to 3PL
3PL growing at double digits & rapidly taking share from private fleets

3PL Penetration of Total Freight Market

<table>
<thead>
<tr>
<th></th>
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<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>3PL Penetration</td>
<td>4%</td>
<td>8%</td>
<td>12%</td>
<td>13%</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Tech accelerating consolidation
Shippers streamlining vendors

Market Share of Top Providers

<table>
<thead>
<tr>
<th>Year</th>
<th>2007</th>
<th>2020E</th>
</tr>
</thead>
<tbody>
<tr>
<td>Top 10 providers</td>
<td>35%</td>
<td></td>
</tr>
<tr>
<td>Remaining providers</td>
<td>25%</td>
<td></td>
</tr>
</tbody>
</table>

Freight is benefiting from market tailwinds and leading the tech transformation.

“Shippers now expect a best-in-class digital experience […] Early ‘adapters’ who build liquidity will reap rewards in the form of valuable freight platforms”

1. 3rd-party logistics
2. Armstrong & Associates, Uber analysis
4. Transport Topics, Armstrong & Associates, Uber Freight analysis
5. Logistics Management article by Evan Armstrong; early “adapters” are brokers that evolve to changing market conditions before the majority of other players
Freight’s technology has unlocked a powerful flywheel

Marketplace
50%+ of loads now offered in bundles, maximizing carrier utilization and reducing empty miles. Bundling has also already reduced deadhead miles by 23%, helping to alleviate CO2 emissions.

Efficiency
Reached 78% of loads auto-tracked with the help of partnerships with ELD providers.

Service
Integrated with top 5 largest TMS players to provide shippers real-time pricing and capacity, serving shippers’ evolving procurement needs. Triple digit growth of loads moved through our Shipper API channel.

1. Electronic Logging Device
2. Transportation Management System
3. Based on second half 2020 versus first half 2020
Adoption & continued investment showcase the value of Uber Freight’s platform

- Working with 8.2K shippers, including 300 Enterprise\(^1\) shippers
- Recognized for service excellence & innovation in 2020

- Carriers that have joined our digital fleet on the #1 most downloaded freight brokerage app

- $1.3B 2020 exit run-rate. 37\% YoY growth\(^2\)
- $500M Series A investment by Greenbriar Equity Group expected to further scale our offerings and provide runway for continued product innovation

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1. Enterprise segment defined as customers with at least $3B in revenue
2. YoY growth rate based off fiscal year 2020 versus fiscal year 2019
Financial model & equity investments
Adjusted EBITDA breakeven in 2021 on track

Adjusted EBITDA, % Revenue

Long-term target model

<table>
<thead>
<tr>
<th></th>
<th>Revenue take rate (% GB)</th>
<th>Adjusted EBITDA margin (% Revenue)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mobility</td>
<td>25%</td>
<td>45%</td>
</tr>
<tr>
<td>Delivery</td>
<td>15%</td>
<td>30%</td>
</tr>
<tr>
<td>Uber</td>
<td>25%</td>
<td></td>
</tr>
</tbody>
</table>

Mobility achieved 30% EBITDA margin pre-COVID, and we expect actions taken in 2020 to drive structural margin improvements in 2021 and beyond.

Delivery made significant EBITDA margin improvements in 2020, even as Uber invested to address growth opportunities. In Q4 2020, 15 of 32 Delivery markets were profitable. We remain committed to achieving Delivery segment EBITDA breakeven in 2021.
Healthy liquidity position, with equity stakes providing further optionality

**Liquidity Position**
- **Unrestricted Cash**: $6.8B
- **ST Investments**: $1.2B
- **Total**: $5.6B

**Equity Stakes**
- **DiDi**: $6.8B
- **Yandex**: $2.3B
- **Grab**: $1.0B
- **Other**: $0.4B
- **Total**: $9.8B

*Amounts as of Q4 2020 and does not reflect sale of $207 million of Didi shares completed in Q1 '21, and agreement to sell an additional $293 million of Didi shares that has not yet been completed. If completed, the aggregate Didi shares sold in Q1 '21 will represent approximately 8% of our Didi shares as of December 31, 2020.*
## Investments in leading Mobility and Delivery assets

<table>
<thead>
<tr>
<th>Company</th>
<th>Services</th>
<th>Stake</th>
</tr>
</thead>
<tbody>
<tr>
<td>DiDi</td>
<td>Provides app-based transportation services, including taxi hailing, private car hailing, social ride-sharing and bike sharing; on-demand delivery services; and automobile services, including sales, leasing, financing, maintenance, fleet operation, electric vehicle charging and co-development of vehicles with automakers. Largest operator in China and operates globally.</td>
<td>~15%</td>
</tr>
<tr>
<td>Grab</td>
<td>Provides on-demand ride-hailing services for taxis, private cars, and motorbikes; food delivery; and financial services via a mobile app. Currently the largest combined ridesharing and food delivery platform in South East Asia.</td>
<td>~16%</td>
</tr>
<tr>
<td>Yandex Taxi</td>
<td>Provides on-demand ride-hailing services as well as food delivery services in Russia and CIS countries with some presence in EU &amp; Africa. Yandex has invested heavily in Grocery (Lavka) and car-sharing (Drive).</td>
<td>~35%</td>
</tr>
<tr>
<td>Zomato</td>
<td>Provides a mobile-based restaurant discovery platform enabling users to rate and review restaurants and create personal networks for recommendations; offers online ordering, food delivery, table reservations and premium restaurant subscription services; and began grocery delivery amid the COVID-19 outbreak. Leading food delivery operator in India and operates globally.</td>
<td>&lt;10%</td>
</tr>
<tr>
<td>Lime</td>
<td>Provides a micro-mobility sharing platform offering dock-free electric scooters, electric bikes, electric mopeds, and normal pedal bikes. Users find and unlock dockless vehicles via a mobile app which knows the location of available vehicles via GPS. Lime is the largest player in the shared micro-mobility space globally.</td>
<td>~23%</td>
</tr>
</tbody>
</table>

*Ownership stakes as of December 31, 2020 before adjusting for employee options, if any, and based on amount of shares invested.*
Investments in advanced technologies

Developer of autonomous vehicle technology designed to create self-passenger vehicles, light commercial vehicles, and heavy-duty trucks across a range of applications. The company's uses advanced machine learning software and multiple sensor hardware to deliver the benefits of self-driving technology safely, quickly, and broadly. ~26% stake

Developer of fully electric vertical take-off and landing (eVTOL) passenger aircraft optimized to deliver air-transportation-as-a-service. The company leverages composite airframe design and fabrication, aerodynamic analysis, electric motor development, and battery pack design to develop aircraft with zero-emissions.

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1. Ownership stake as of closing of ATG transaction in January 2021

* Minority stake not disclosed externally
Board & Sustainability
Diverse and Experienced Board

Ronald Sugar (Chair)
Former Chairman & CEO, Northrop Grumman
Age: 72
Board Tenure: Since Jul 18
Committees: Nominating & Governance (Chair); Compensation

Revathi Advaithi
CEO, Flex Ltd.
Age: 53
Board Tenure: Since Jul 20
Committees: Audit

Ursula Burns
Former Chairman and CEO, VEN
Age: 62
Board Tenure: Since Oct 17
Committees: Nominating & Governance; Audit

Robert Eckert
Partner, FFL Partners; Former CEO, Mattel
Age: 66
Board Tenure: Since Mar’ 20
Committees: Nominating & Governance; Compensation

Amanda Ginsberg
Former CEO, Match Group
Age: 51
Board Tenure: Since Feb’ 20
Committees: Audit

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Former CEO, Match Group
Age: 51
Board Tenure: Since Feb’ 20
Committees: Audit

Dara Khosrowshahi
CEO, Uber Technologies
Age: 51
Board Tenure: Since Sept’ 17
Committees: None

Wan Ling Martello
Co-Founder & Partner, BayPine; Former EVP, Nestle
Age: 62
Board Tenure: Since Jun’ 17
Committees: Nominating & Governance; Compensation

H.E. Yasir Al-Rumayyan
Governor, Saudi Arabia's Public Investment Fund
Age: 50
Board Tenure: Since Jun’ 16
Committees: Audit

John Thain
Former Chairman and CEO, CIT Group
Age: 65
Board Tenure: Since Oct’ 17
Committees: Audit (Chair)

David Trujillo
Partner, TPG Capital
Age: 45
Board Tenure: Since Jun’ 17
Committees: Nominating & Governance; Compensation (Chair)
Diverse and Experienced Board

Board Profile

- Independent: 90%
- Gender Diverse: 40%
- Ethnically Diverse: 30%

Board Tenure

- 0-1 Yrs: 3
- 1-4 Yrs: 6
- 4+ Yrs: 1

Skills & Experience

- Global Company Leadership: 9
- Financial Expertise: 10
- Consumer and Digital Experience: 7
- Innovation, Tech, and High-Growth Experience: 6
- Govt., Policy, and Regulatory Experience: 5
Uber is 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.
Selected 2021 ESG commitments & 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](#).
Non-GAAP reconciliations
## Adjusted EBITDA Reconciliation (Unaudited)

$ in Millions

### Three Months Ended

<table>
<thead>
<tr>
<th></th>
<th>Dec 31 '19</th>
<th>Mar 31 '20</th>
<th>Jun 30 '20</th>
<th>Sep 30 '20</th>
<th>Dec 31 '20</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mobility</td>
<td>$742</td>
<td>$581</td>
<td>$50</td>
<td>$245</td>
<td>$293</td>
</tr>
<tr>
<td>Delivery</td>
<td>(461)</td>
<td>(313)</td>
<td>(232)</td>
<td>(183)</td>
<td>(145)</td>
</tr>
<tr>
<td>Freight</td>
<td>(55)</td>
<td>(64)</td>
<td>(49)</td>
<td>(73)</td>
<td>(41)</td>
</tr>
<tr>
<td>All Other</td>
<td>(67)</td>
<td>(63)</td>
<td>(23)</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>ATG and Other Technology Programs</td>
<td>(130)</td>
<td>(108)</td>
<td>(91)</td>
<td>(104)</td>
<td>(72)</td>
</tr>
<tr>
<td>Corporate G&amp;A and Platform R&amp;D</td>
<td>(644)</td>
<td>(645)</td>
<td>(492)</td>
<td>(510)</td>
<td>(489)</td>
</tr>
<tr>
<td><strong>Adjusted EBITDA</strong></td>
<td>($615)</td>
<td>($612)</td>
<td>($837)</td>
<td>($625)</td>
<td>($454)</td>
</tr>
<tr>
<td>Add (deduct):</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Legal, tax, and regulatory reserve changes and settlements</td>
<td>-</td>
<td>(19)</td>
<td>(38)</td>
<td>-</td>
<td>92</td>
</tr>
<tr>
<td>Goodwill and asset impairments/loss on sale of assets</td>
<td>-</td>
<td>(193)</td>
<td>(16)</td>
<td>(76)</td>
<td>(32)</td>
</tr>
<tr>
<td>Restructuring and related charges (credits), net</td>
<td>(12)</td>
<td>-</td>
<td>(382)</td>
<td>6</td>
<td>14</td>
</tr>
<tr>
<td>Gain (loss) on lease arrangement</td>
<td>-</td>
<td>-</td>
<td>(7)</td>
<td>12</td>
<td>-</td>
</tr>
<tr>
<td>Acquisition, financing and divestitures related expenses</td>
<td>-</td>
<td>(10)</td>
<td>(19)</td>
<td>(14)</td>
<td>(43)</td>
</tr>
<tr>
<td>Accelerated lease costs related to cease-use of ROU assets</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>(80)</td>
<td>(22)</td>
</tr>
<tr>
<td>COVID-19 response initiatives</td>
<td>-</td>
<td>(24)</td>
<td>(48)</td>
<td>(18)</td>
<td>(16)</td>
</tr>
<tr>
<td>Depreciation and amortization</td>
<td>(101)</td>
<td>(128)</td>
<td>(129)</td>
<td>(136)</td>
<td>(180)</td>
</tr>
<tr>
<td>Stock-based compensation expense</td>
<td>(243)</td>
<td>(277)</td>
<td>(131)</td>
<td>(183)</td>
<td>(236)</td>
</tr>
<tr>
<td>Other income (expense), net</td>
<td>15</td>
<td>(1,795)</td>
<td>(44)</td>
<td>151</td>
<td>63</td>
</tr>
<tr>
<td>Interest expense</td>
<td>(101)</td>
<td>(118)</td>
<td>(110)</td>
<td>(112)</td>
<td>(118)</td>
</tr>
<tr>
<td>Loss from equity method investments</td>
<td>(9)</td>
<td>(12)</td>
<td>(7)</td>
<td>(8)</td>
<td>(7)</td>
</tr>
<tr>
<td>Provision for (benefit from) income taxes</td>
<td>(25)</td>
<td>242</td>
<td>(4)</td>
<td>(23)</td>
<td>(23)</td>
</tr>
<tr>
<td>Net income (loss) attributable to non-controlling interest, net of tax</td>
<td>(5)</td>
<td>10</td>
<td>(3)</td>
<td>19</td>
<td>(6)</td>
</tr>
<tr>
<td><strong>Net income (loss) attributable to Uber Technologies, Inc.</strong></td>
<td><strong>($1,096)</strong></td>
<td><strong>($2,936)</strong></td>
<td><strong>($1,775)</strong></td>
<td><strong>($1,089)</strong></td>
<td><strong>($968)</strong></td>
</tr>
</tbody>
</table>

### Note:
In the second quarter of 2020, Other Bets, which previously consisted of the Company’s JUMP business whose divestiture was announced in May, is no longer a reportable segment. Historical results of the former Other Bets segment are included within All Other.
<table>
<thead>
<tr>
<th></th>
<th>Dec 31 '19</th>
<th>Mar 31 '20</th>
<th>Jun 30 '20</th>
<th>Sept 30 '20</th>
<th>Dec 31 '20</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>GAAP Cost of Revenue</strong></td>
<td>1,605</td>
<td>1,491</td>
<td>924</td>
<td>1,298</td>
<td>1,441</td>
</tr>
<tr>
<td>Goodwill and asset impairment/loss on sale of assets</td>
<td>-</td>
<td>-</td>
<td>(10)</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>COVID-19 response initiatives</td>
<td>-</td>
<td>(5)</td>
<td>(22)</td>
<td>(16)</td>
<td>(13)</td>
</tr>
<tr>
<td>Acquisition, financing and divestitures related expenses</td>
<td>-</td>
<td>-</td>
<td>(4)</td>
<td>(1)</td>
<td>-</td>
</tr>
<tr>
<td><strong>Non-GAAP Cost of Revenue</strong></td>
<td>$1,605</td>
<td>$1,486</td>
<td>$888</td>
<td>$1,281</td>
<td>$1,428</td>
</tr>
<tr>
<td><strong>Non-GAAP Operating Expenses</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>GAAP Operations and support</strong></td>
<td>$506</td>
<td>$503</td>
<td>$582</td>
<td>$365</td>
<td>$369</td>
</tr>
<tr>
<td>Restructuring and related charges</td>
<td>(2)</td>
<td>-</td>
<td>(187)</td>
<td>6</td>
<td>10</td>
</tr>
<tr>
<td>Goodwill and asset impairment/loss on sale of assets</td>
<td>-</td>
<td>-</td>
<td>(6)</td>
<td>(2)</td>
<td>-</td>
</tr>
<tr>
<td>COVID-19 response initiatives</td>
<td>-</td>
<td>-</td>
<td>(7)</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Acquisition, financing and divestitures related expenses</td>
<td>-</td>
<td>(5)</td>
<td>(10)</td>
<td>(2)</td>
<td>(1)</td>
</tr>
<tr>
<td>Stock-based compensation</td>
<td>(23)</td>
<td>(25)</td>
<td>(11)</td>
<td>(16)</td>
<td>(20)</td>
</tr>
<tr>
<td><strong>Non-GAAP Operations and support</strong></td>
<td>$481</td>
<td>$473</td>
<td>$361</td>
<td>$351</td>
<td>$358</td>
</tr>
<tr>
<td>GAAP to Non-GAAP Reconciliations (Unaudited)</td>
<td>Three Months Ended</td>
<td>Dec 31 '20</td>
<td>Mar 31 '20</td>
<td>Jun 30 '20</td>
<td>Sept 30 '20</td>
</tr>
<tr>
<td>---------------------------------------------</td>
<td>--------------------</td>
<td>-----------</td>
<td>-----------</td>
<td>-----------</td>
<td>------------</td>
</tr>
<tr>
<td>GAAP Sales and marketing</td>
<td></td>
<td>$1,251</td>
<td>$885</td>
<td>$736</td>
<td>$924</td>
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<tr>
<td>Restructuring and related charges</td>
<td></td>
<td>(4)</td>
<td>-</td>
<td>(22)</td>
<td>-</td>
</tr>
<tr>
<td>Acquisition, financing and divestitures related expenses</td>
<td></td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
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<td>(13)</td>
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<td></td>
<td>(13)</td>
<td>(14)</td>
<td>(10)</td>
<td>(11)</td>
</tr>
<tr>
<td>Non-GAAP Sales and marketing</td>
<td></td>
<td>$1,234</td>
<td>$871</td>
<td>$691</td>
<td>$913</td>
</tr>
<tr>
<td>GAAP Research and development</td>
<td></td>
<td>$608</td>
<td>$645</td>
<td>$584</td>
<td>$493</td>
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<tr>
<td>Restructuring and related charges</td>
<td></td>
<td>(4)</td>
<td>-</td>
<td>(86)</td>
<td>-</td>
</tr>
<tr>
<td>Acquisition, financing and divestitures related expenses</td>
<td></td>
<td>-</td>
<td>-</td>
<td>(5)</td>
<td>-</td>
</tr>
<tr>
<td>Stock-based compensation</td>
<td></td>
<td>(136)</td>
<td>(167)</td>
<td>(72)</td>
<td>(102)</td>
</tr>
<tr>
<td>Non-GAAP Research and development</td>
<td></td>
<td>$468</td>
<td>$478</td>
<td>$421</td>
<td>$391</td>
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<tr>
<td>GAAP General and administrative</td>
<td></td>
<td>$647</td>
<td>$859</td>
<td>$565</td>
<td>$711</td>
</tr>
<tr>
<td>Legal, tax, and regulatory reserve changes and settlements</td>
<td></td>
<td>-</td>
<td>(19)</td>
<td>(5)</td>
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<td></td>
<td>-</td>
<td>(193)</td>
<td>-</td>
<td>(74)</td>
</tr>
<tr>
<td>Restructuring and related charges</td>
<td></td>
<td>(2)</td>
<td>-</td>
<td>(87)</td>
<td>-</td>
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<td>Acquisition, financing, and divestitures related expenses</td>
<td></td>
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<tr>
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<td></td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>(80)</td>
</tr>
<tr>
<td>Loss on lease terminations</td>
<td></td>
<td>-</td>
<td>-</td>
<td>(7)</td>
<td>12</td>
</tr>
<tr>
<td>Stock-based compensation</td>
<td></td>
<td>(71)</td>
<td>(71)</td>
<td>(38)</td>
<td>(54)</td>
</tr>
<tr>
<td>Non-GAAP General and administrative</td>
<td></td>
<td>$574</td>
<td>$576</td>
<td>$428</td>
<td>$504</td>
</tr>
</tbody>
</table>

Uber Q4 2020 Earnings
# Net Income (loss) and Adjusted EBITDA as a % of Revenue

$ in Millions

<table>
<thead>
<tr>
<th></th>
<th>Dec 31 '19</th>
<th>Mar 31 '20</th>
<th>Jun 30 '20</th>
<th>Sep 30 '20</th>
<th>Dec 31 '20</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>3,747</td>
<td>3,248</td>
<td>1,913</td>
<td>2,813</td>
<td>3,165</td>
</tr>
<tr>
<td>Net income (loss) attributable to Uber Technologies, Inc.</td>
<td>(1,096)</td>
<td>(2,936)</td>
<td>(1,775)</td>
<td>(1,089)</td>
<td>(968)</td>
</tr>
<tr>
<td>Net income (loss) as a percentage of Revenue</td>
<td>(29.3%)</td>
<td>(90.4%)</td>
<td>(92.8%)</td>
<td>(38.7%)</td>
<td>(29.3%)</td>
</tr>
<tr>
<td>Mobility Revenue</td>
<td>3,050</td>
<td>2,467</td>
<td>788</td>
<td>1,364</td>
<td>1,471</td>
</tr>
<tr>
<td>Mobility Adjusted EBITDA</td>
<td>742</td>
<td>581</td>
<td>50</td>
<td>245</td>
<td>293</td>
</tr>
<tr>
<td>Mobility Adjusted EBITDA as a % of Revenue</td>
<td>24.3%</td>
<td>23.6%</td>
<td>6.3%</td>
<td>18.0%</td>
<td>19.9%</td>
</tr>
<tr>
<td>Delivery Revenue</td>
<td>418</td>
<td>527</td>
<td>885</td>
<td>1,136</td>
<td>1,356</td>
</tr>
<tr>
<td>Delivery Adjusted EBITDA</td>
<td>(461)</td>
<td>(313)</td>
<td>(232)</td>
<td>(183)</td>
<td>(145)</td>
</tr>
<tr>
<td>Delivery Adjusted EBITDA as a % of Revenue</td>
<td>(110.3%)</td>
<td>(59.4%)</td>
<td>(26.2%)</td>
<td>(16.1%)</td>
<td>(10.7%)</td>
</tr>
</tbody>
</table>