

2021 Investor Presentation

February 10, 2021

Uber

Non-GAAP Financial Measures Disclosure

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.

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- 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

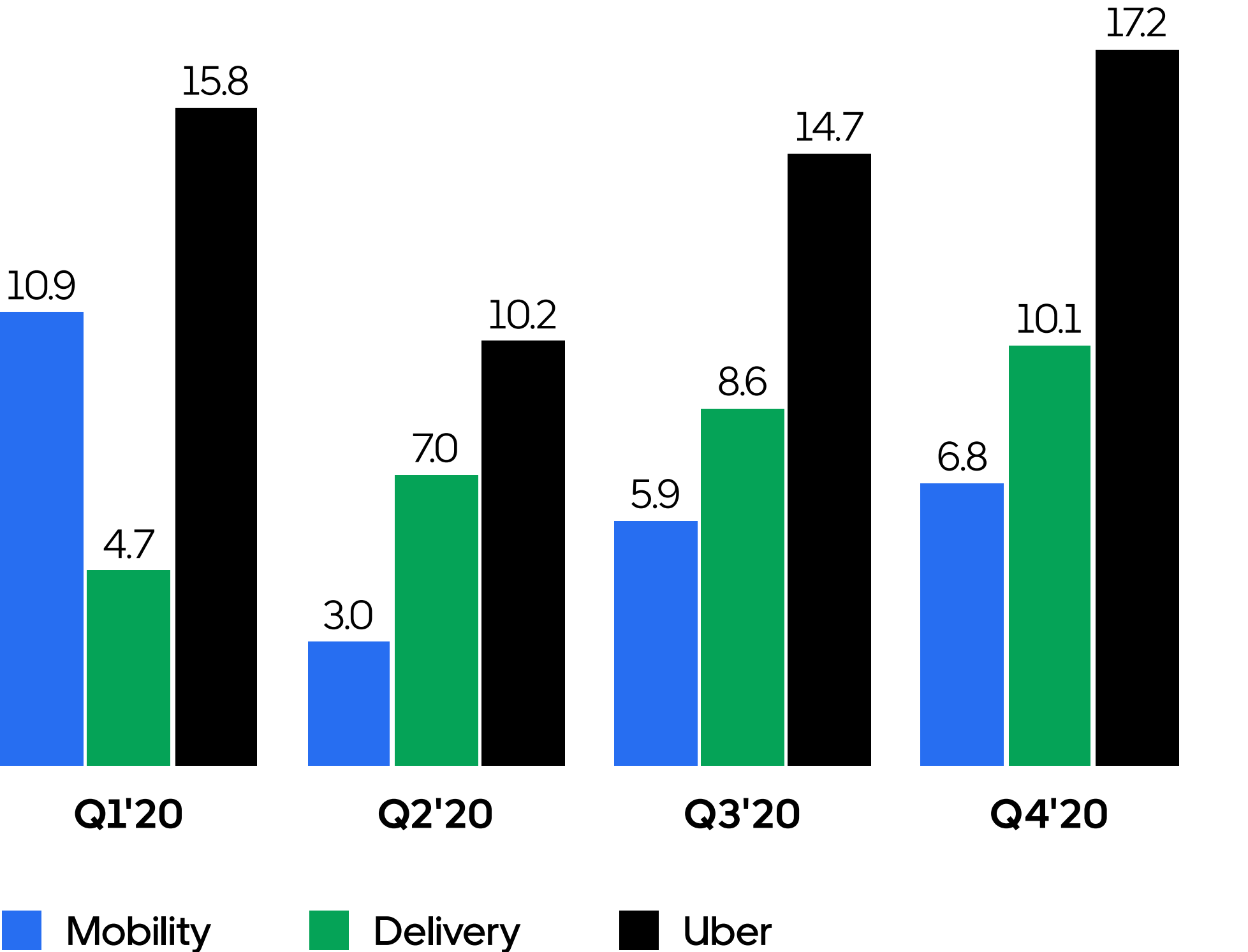


Divested ATG, Elevate, Freight Europe and Jump (Micro-mobility) in 2020

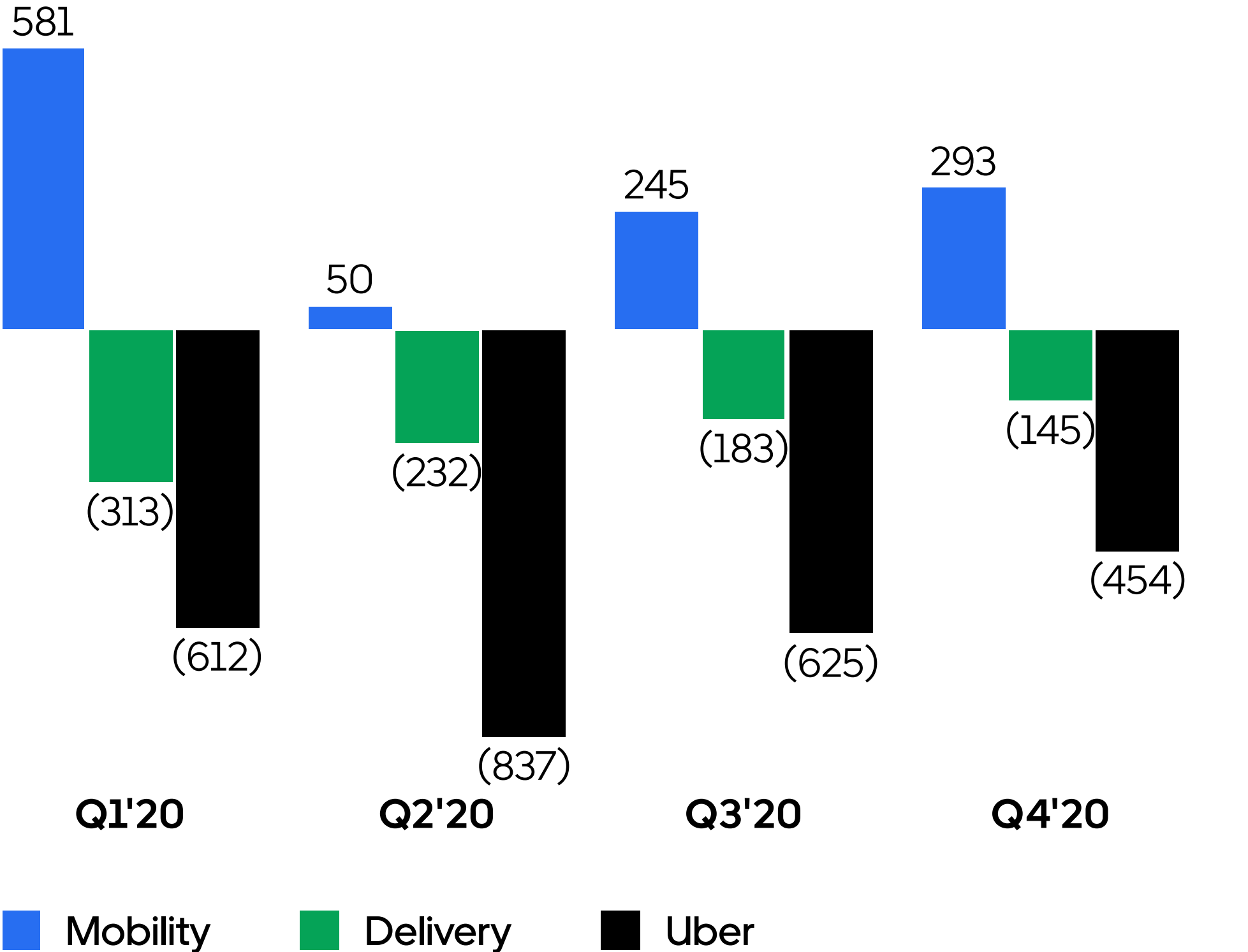
Employee headcount down to 19K from 27K at the beginning of the year

Steadily recovering from pandemic impacts with a leaner cost base

Gross Bookings (\$B)



Adj. EBITDA (\$M)



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 → ← Get

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

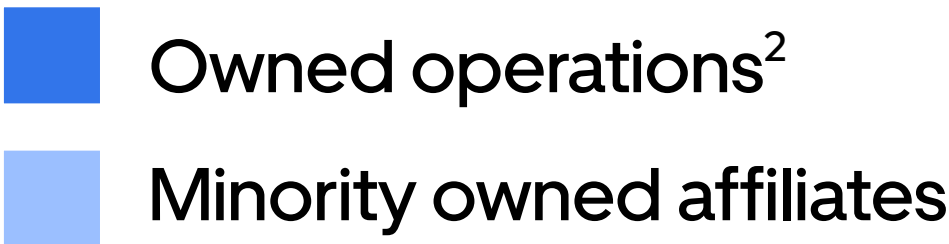
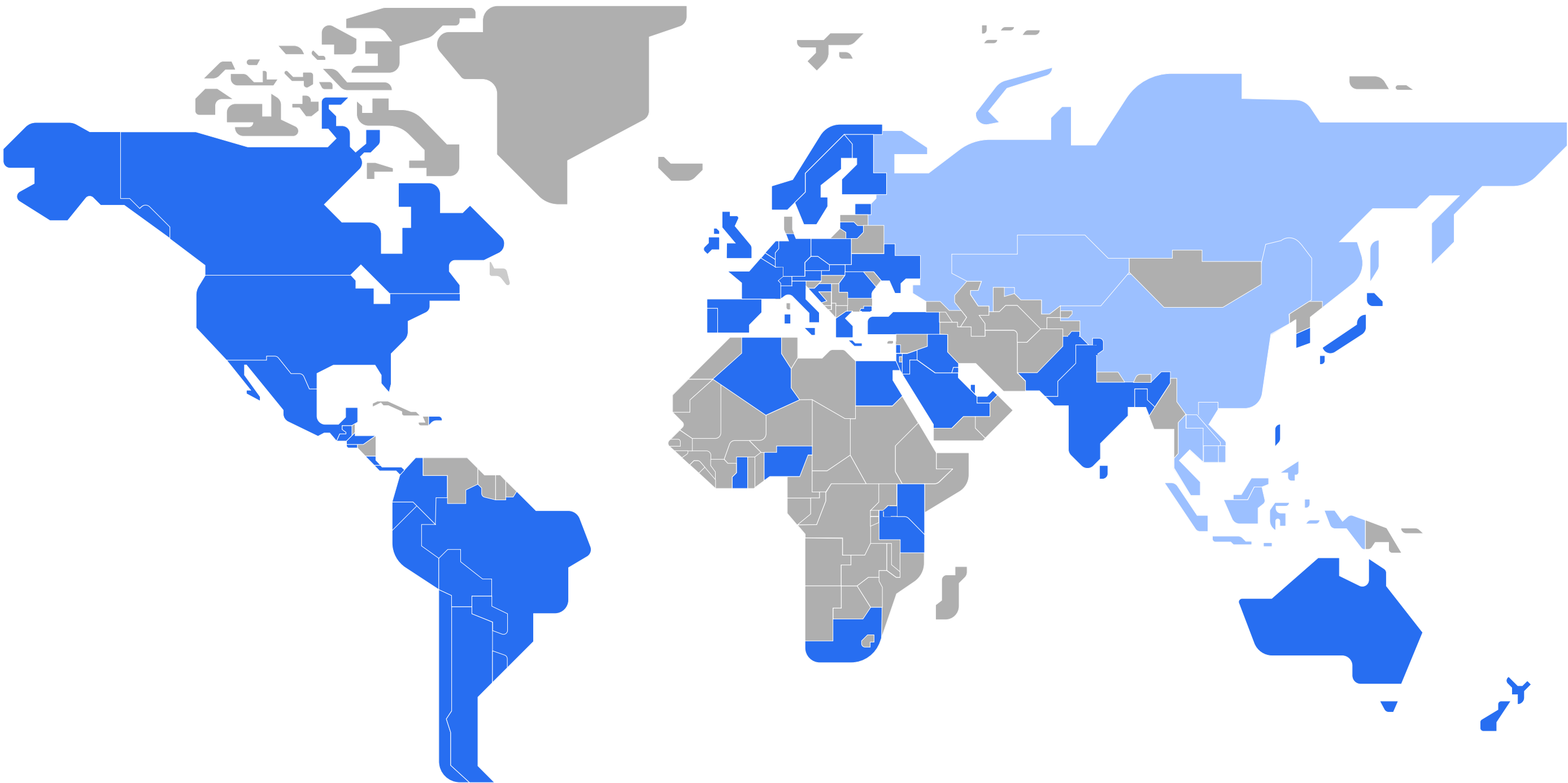
Global trucking
logistics costs

Uber Mobility

#1 in every major region
in which we operate

Region	Category position ¹
US & CA	> 65%
LatAM	> 65%
Europe	> 65%
ANZ	> 65%
MEA	> 65%
India	~50%

Region	Ownership stake ³
Russia / CIS	~35% of Yandex Taxi
Southeast Asia	~16% of Grab
China	~15% of Didi



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

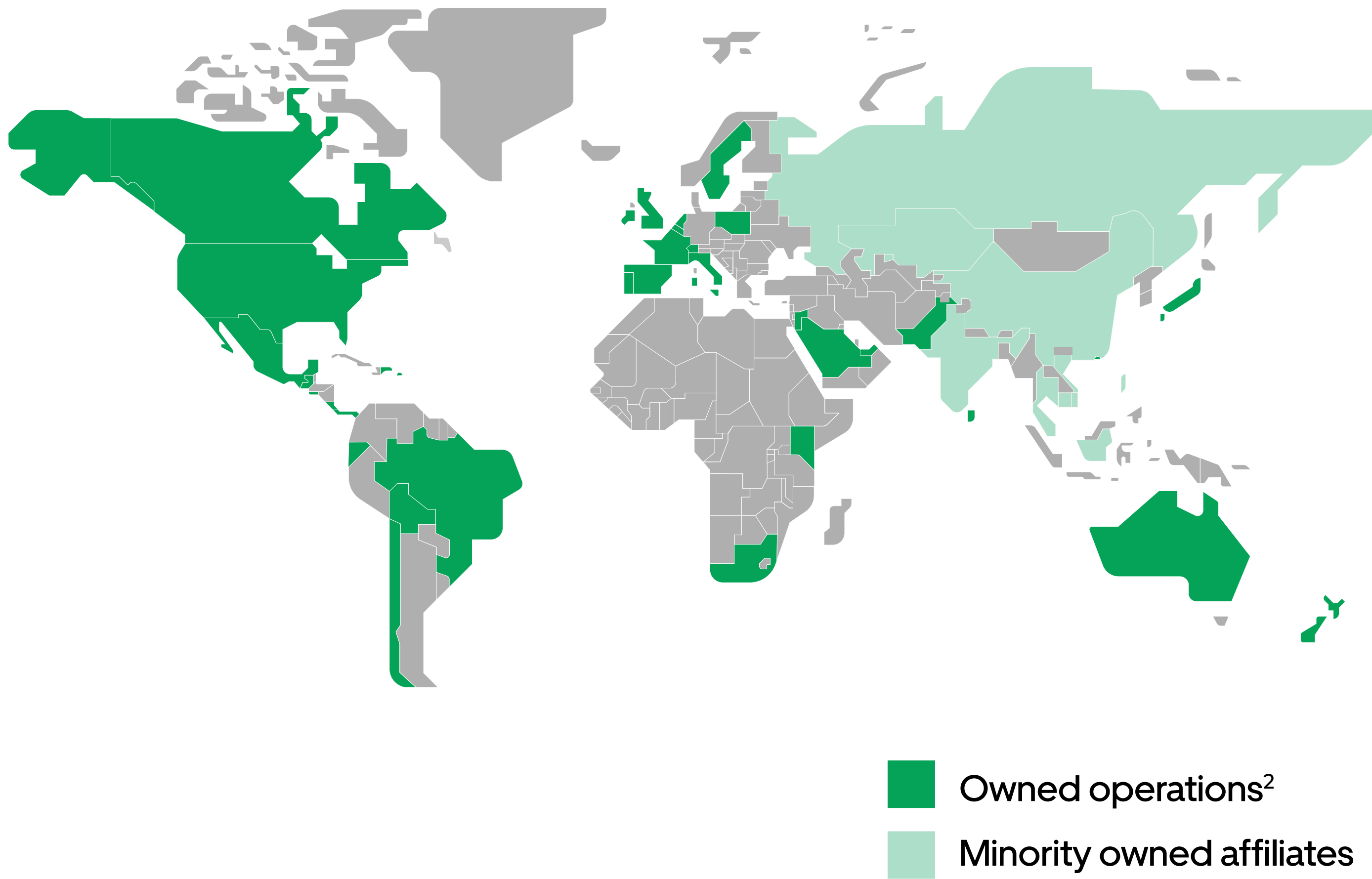
Uber has the category leader position in countries delivering a majority of international Gross Bookings including Australia, Japan, France, Portugal, Mexico and many others – international markets represent 60% of Uber’s Delivery Gross Bookings

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

Region	Ownership stake
Russia / CIS	~35% of Yandex Taxi
Southeast Asia	~16% of Grab
China	~15% of Didi
India	~10% of Zomato

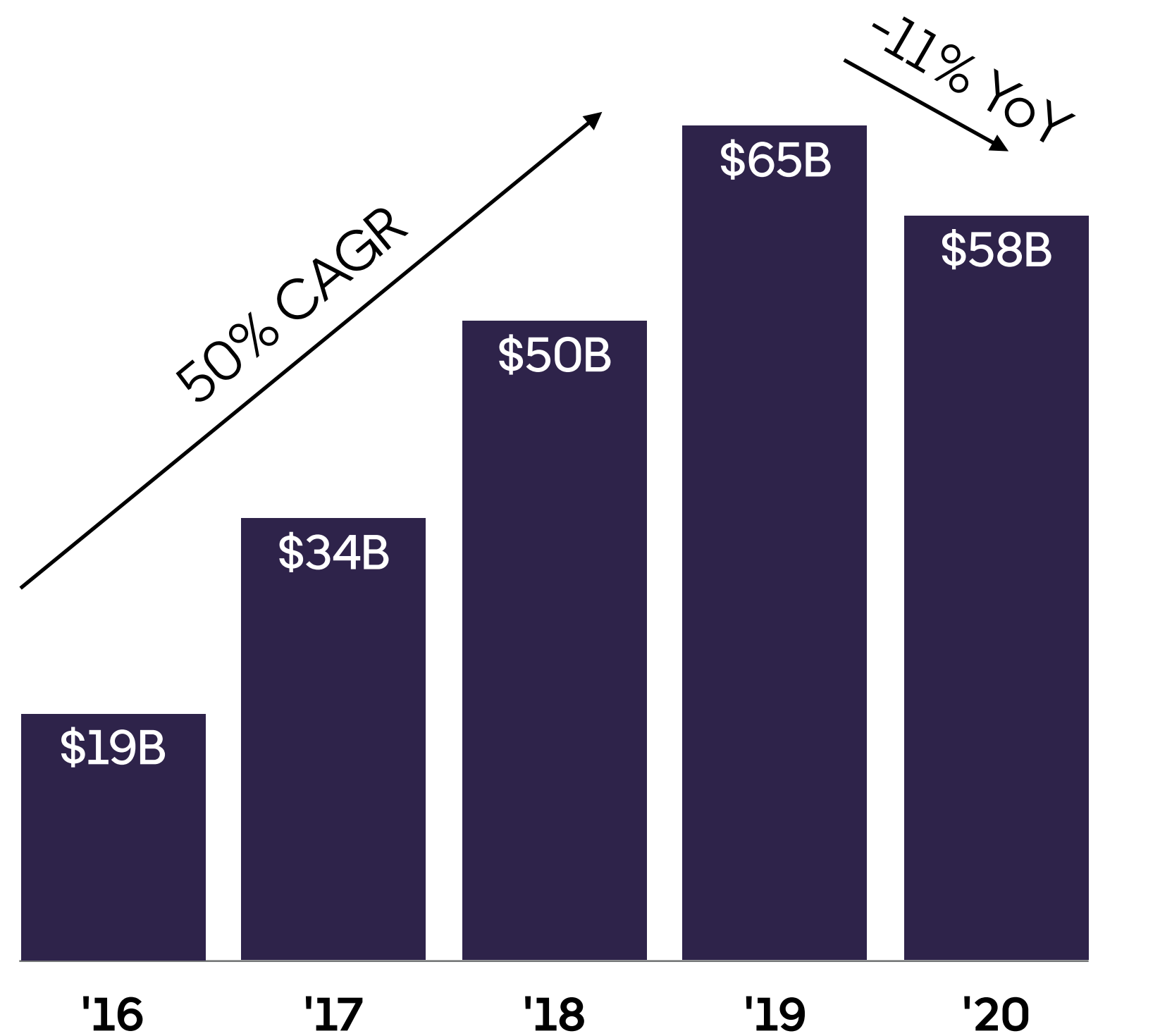
1. Based on majority owned operations' Gross Bookings
2. Includes countries acquired as part of Careem acquisition where regulatory approval has been obtained

Large, global scale with local leadership



Delivery provided a natural hedge to Mobility in 2020

Gross Bookings



\$58B

Gross Bookings
Delivery +109% YoY¹

5B

Trips

93M

MAPCs²
Delivery +66% YoY³

3.5M

Drivers

675K

Merchants

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

1. Gross Booking YoY growth rates shown in constant currency

2. Monthly Active Platform Consumers

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

Brand recognition

Named a top 100 brand; leverage brand and reach to launch and scale new businesses

Product expertise

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

Operational excellence

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

Massive network

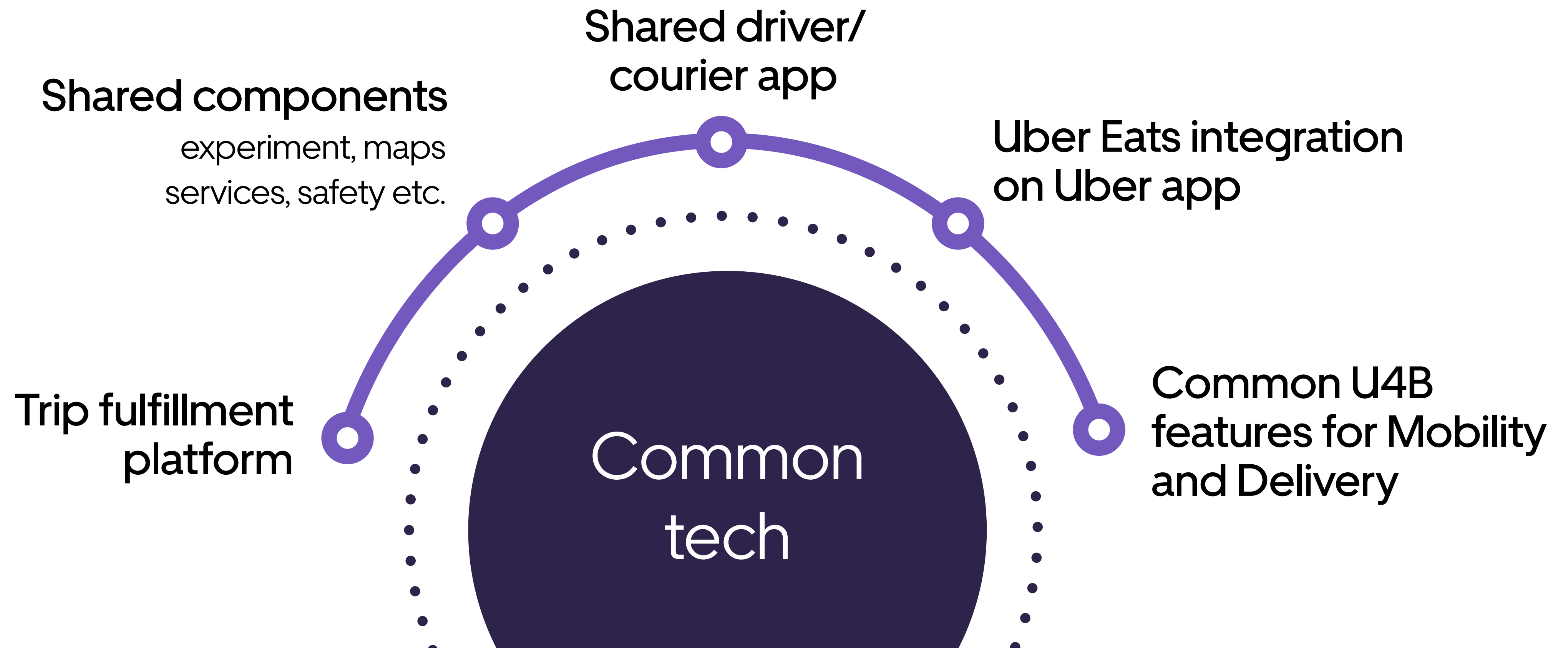
Massive, efficient, and intelligent; our network becomes smarter with every trip, utilizing data to power movement at the touch of a button

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



Membership a key priority in 2021

Competitively differentiated and strong consumer proposition

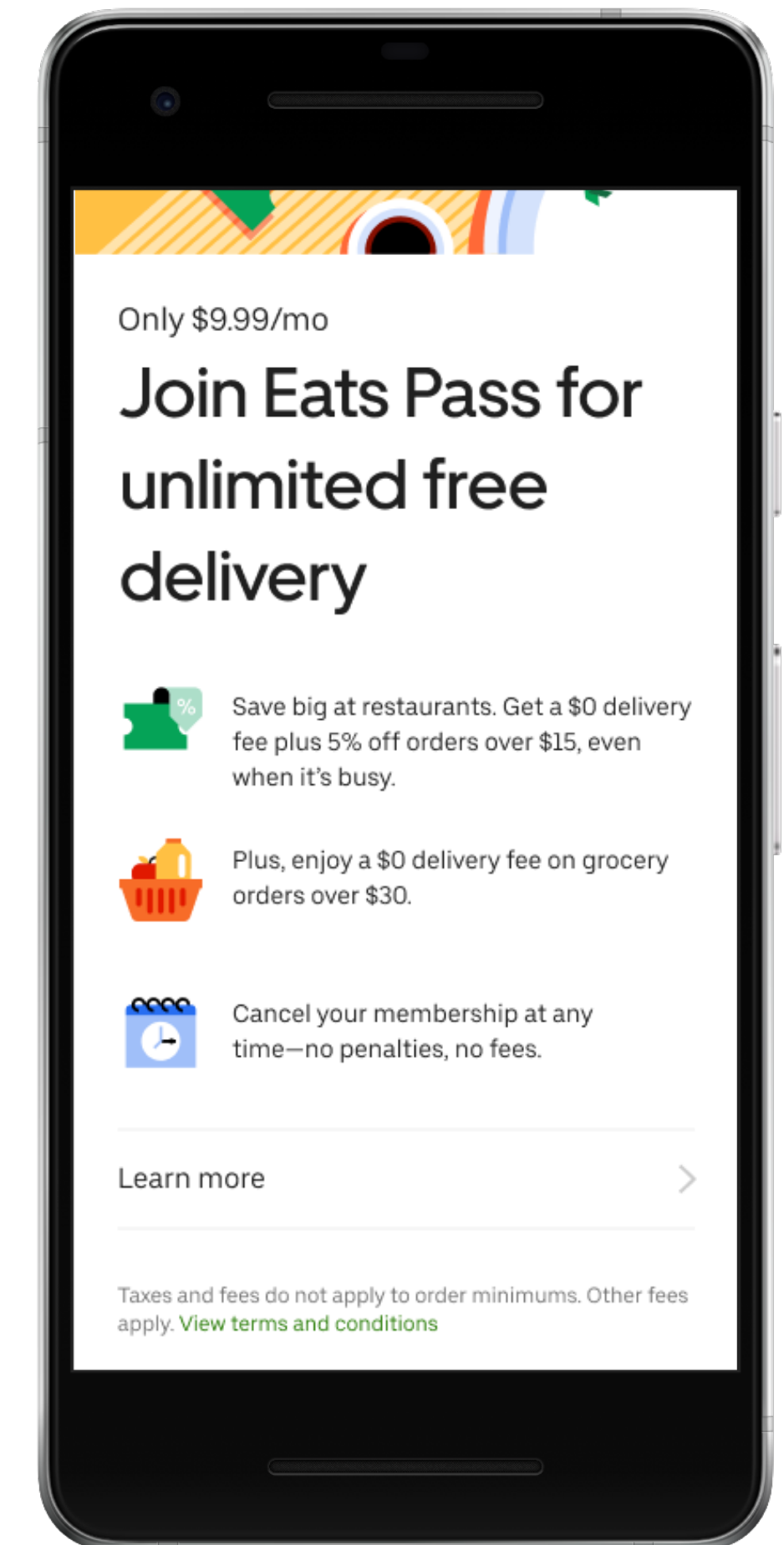
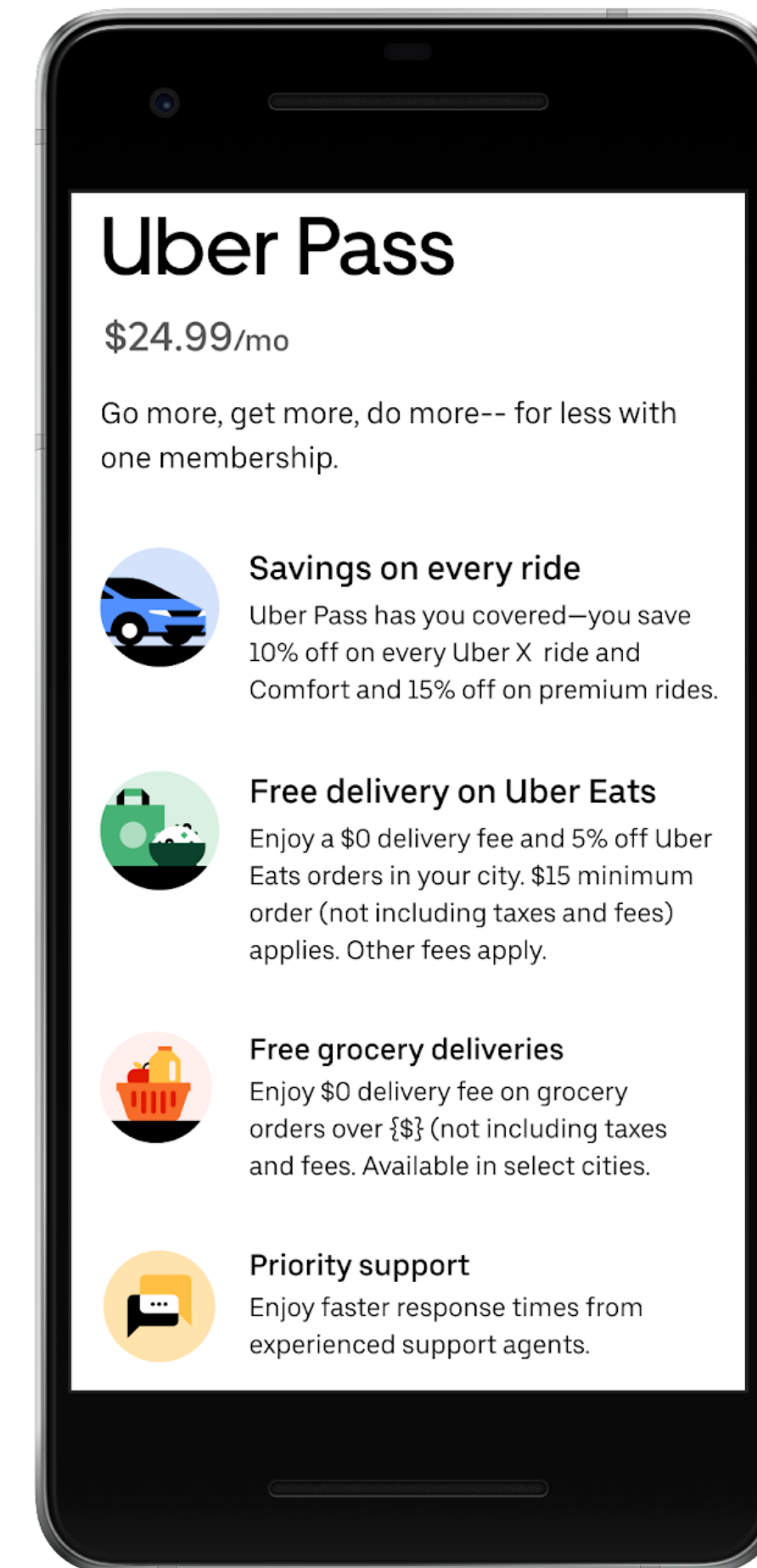
5M+

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

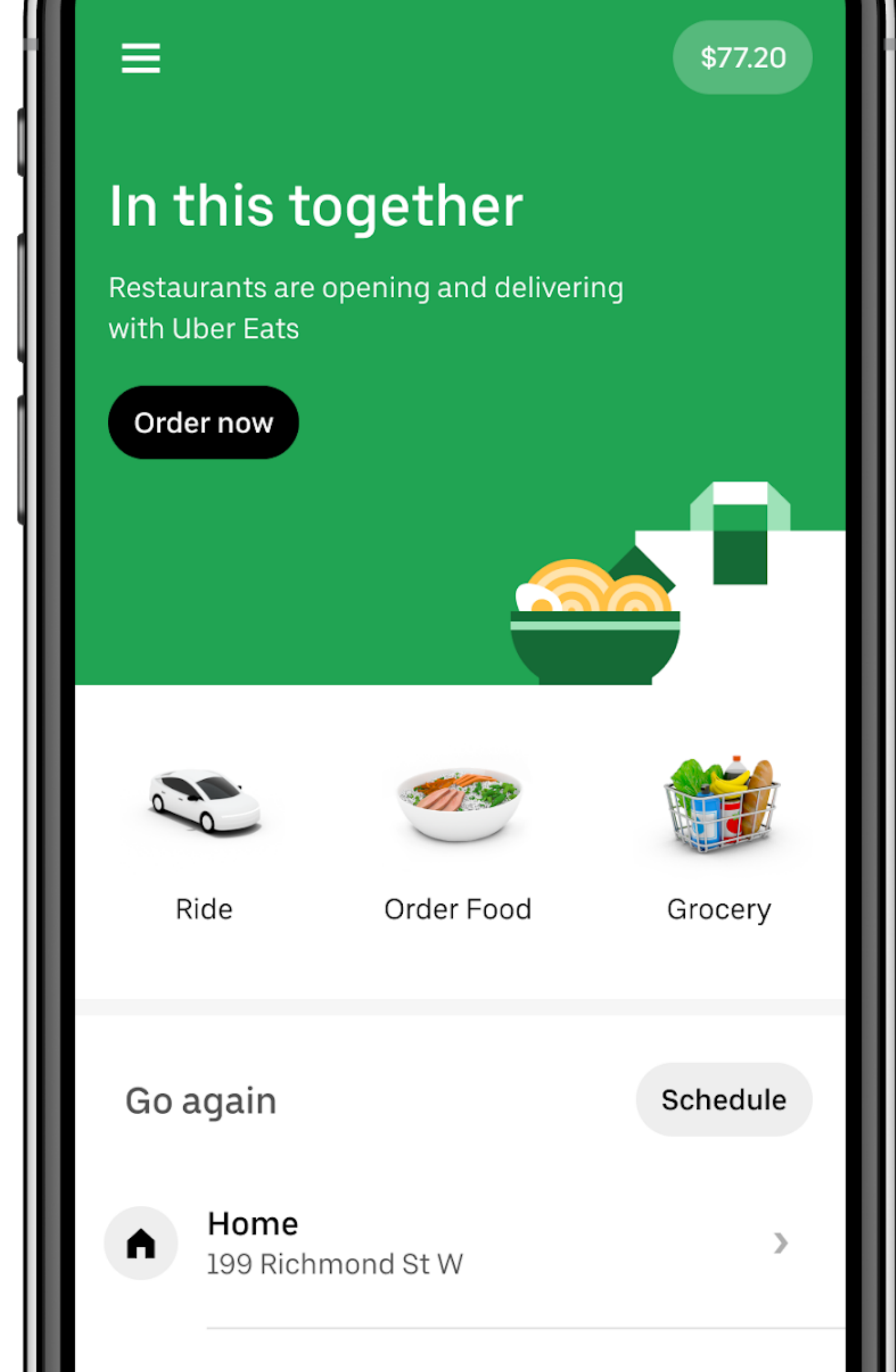


* As of 12/31/2020

Redesigned Uber app improves cross platform usage

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





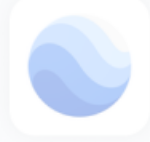





Uber app drove over 10% of Uber Eats first time trips in Q4 2020, and well over \$1 billion of run-rate Delivery Gross Bookings



Uber continues to lead Mobility & Delivery app downloads globally

10 Most Downloaded Travel Apps in 2020

Worldwide





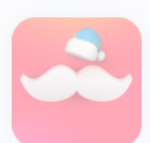
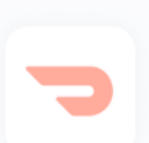

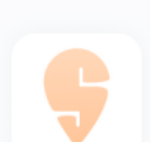
#1		Uber 95M	#6		Grab 32M
#2		Google Maps 88M	#7		AutoNavi Maps 31M
#3		Google Earth 61M	#8		inDriver 27M
#4		Booking.com 50M	#9		Lyft 24M
#5		Airbnb 42M	#10		Hello Travel 23M

Make better decisions with mobile intelligence from apptopia.com



Top 10 Food Delivery Companies by App Downloads in 2020

Worldwide

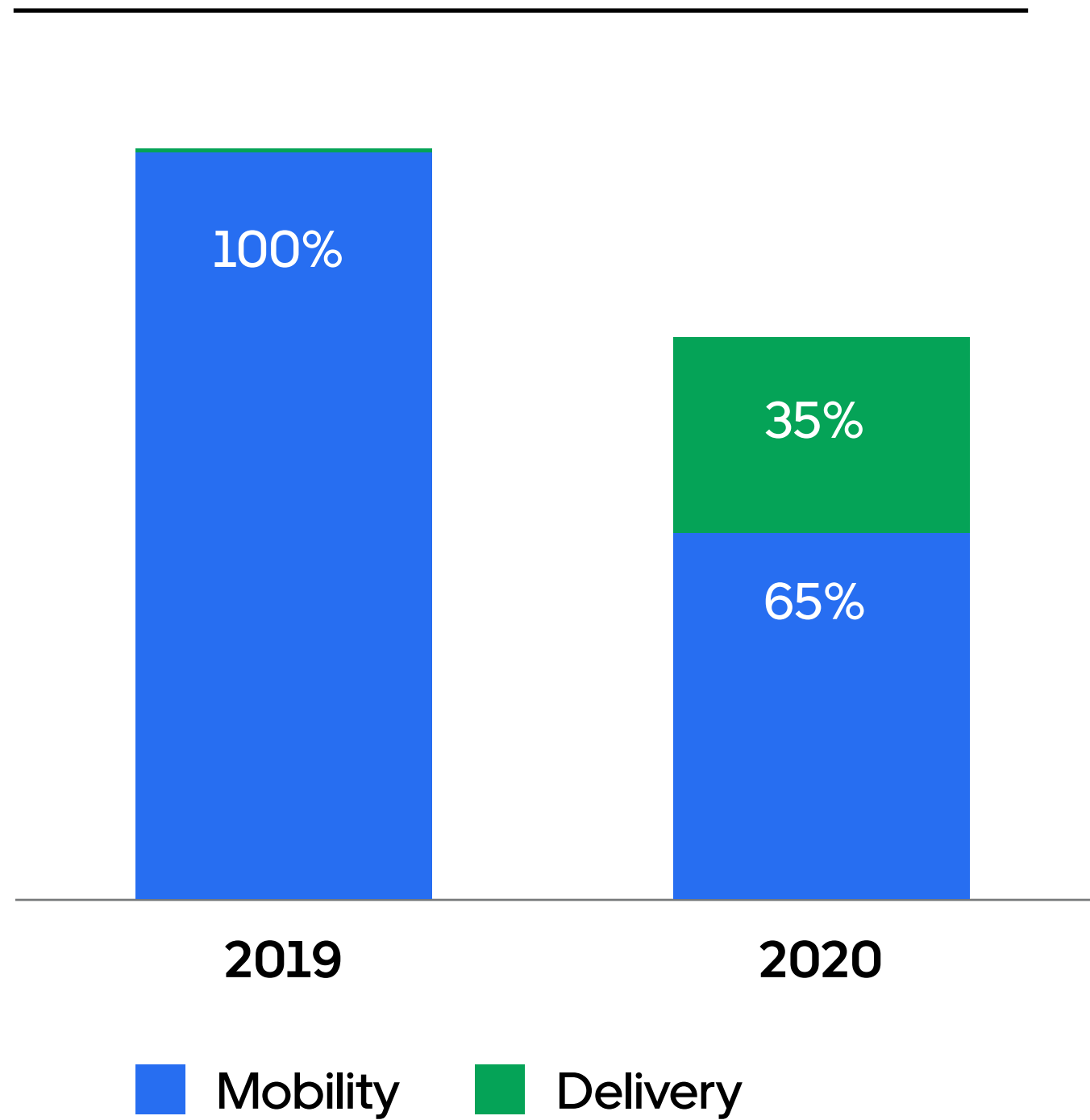
#1		Uber 92M	#6		Zomato 20M
#2		Delivery Hero 53M	#7		Deliveroo 17M
#3		Just Eat Takeaway 52.5M	#8		Rappi 16M
#4		DoorDash 45M	#9		Glovo 15M
#5		iFood 22M	#10		Swiggy 14M

Make better decisions with mobile intelligence from apptopia.com

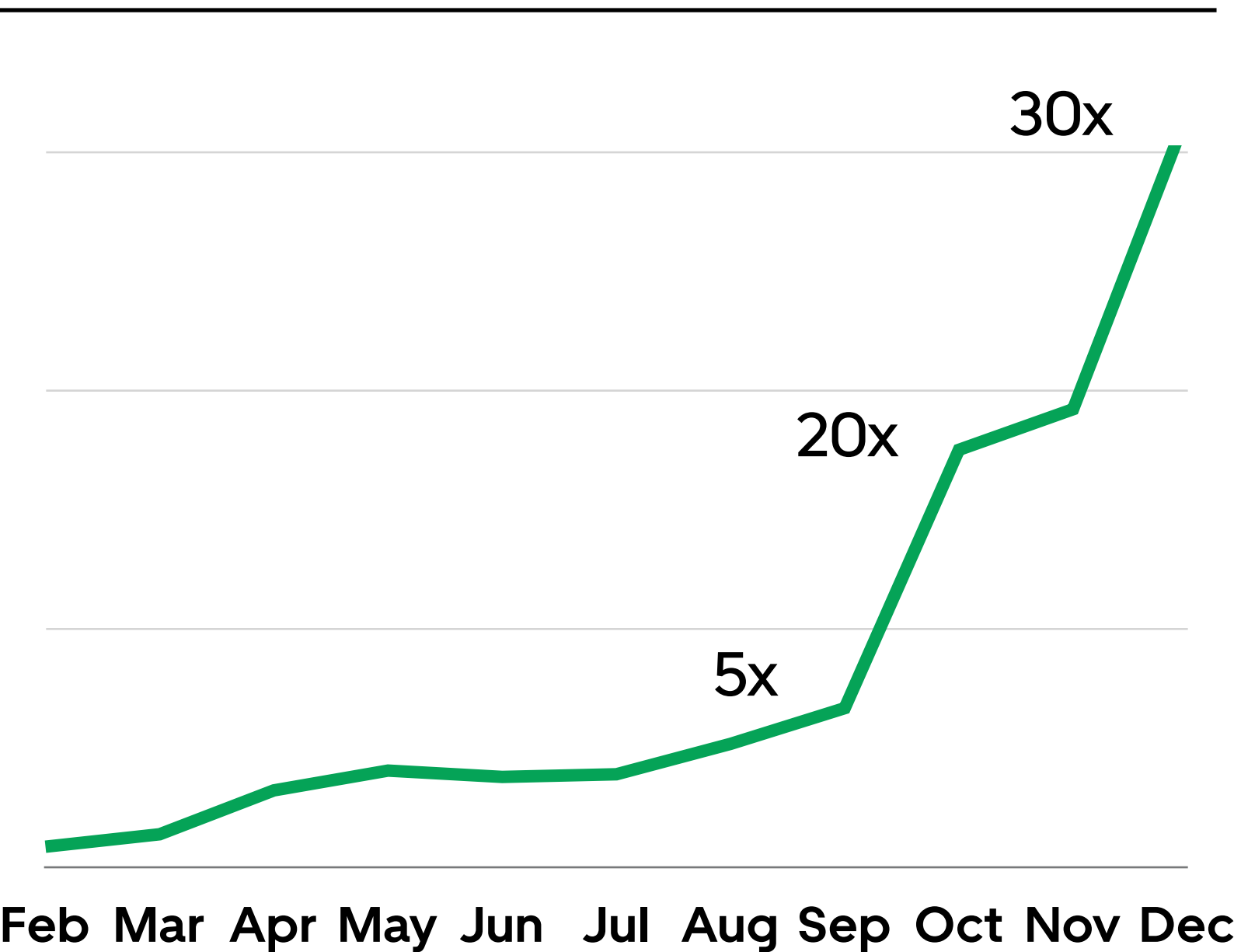


U4B Delivery expansion deepened corporate engagements

U4B Gross Bookings Mix
(Dec '19 and '20)



Eats on U4B grew 30X in 2020
(indexed to Feb '20 pre-COVID levels)



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

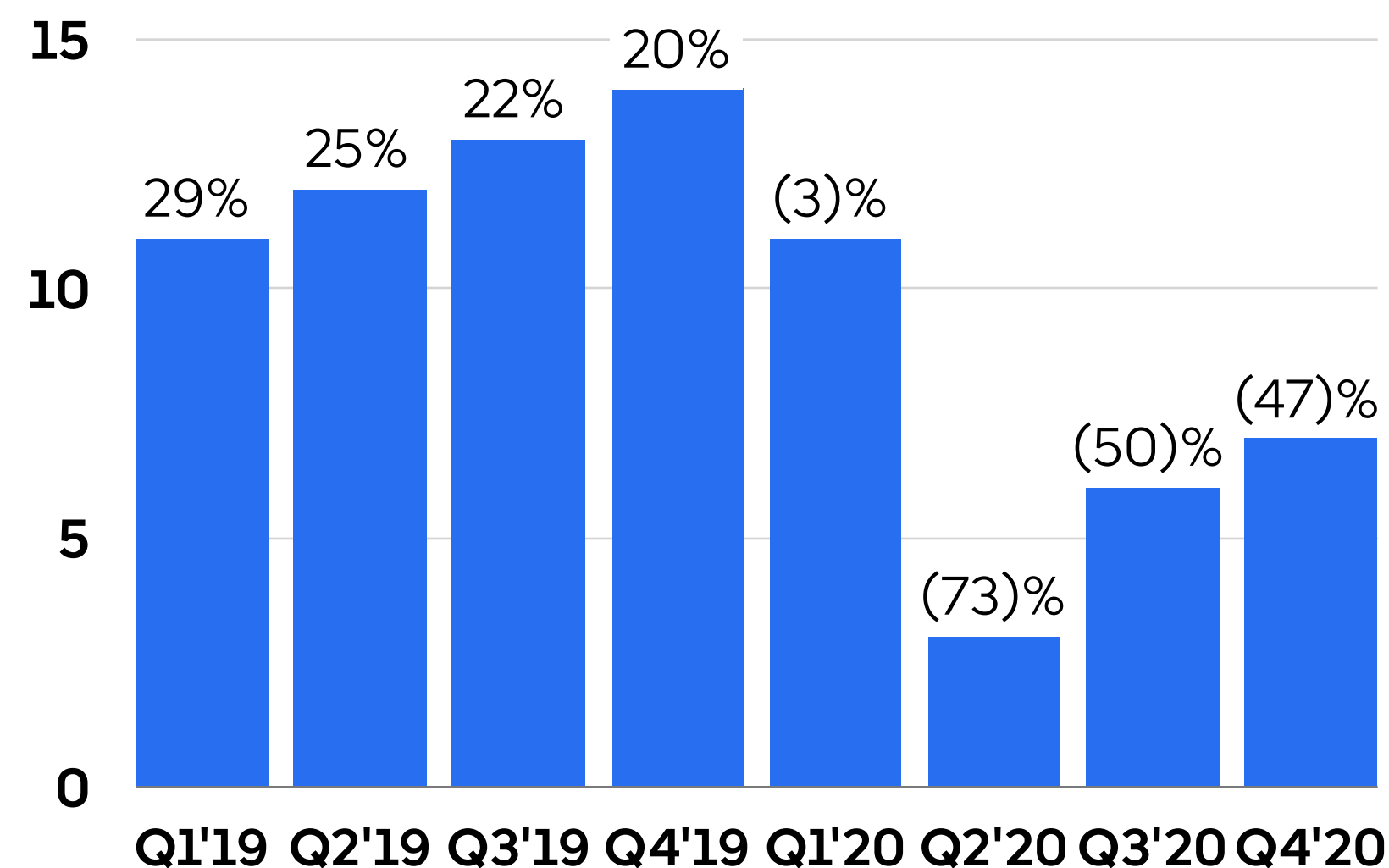
Undisputed global leader

| 46% Of 2020
Gross Bookings

Rigorous cost management drove improving profitability

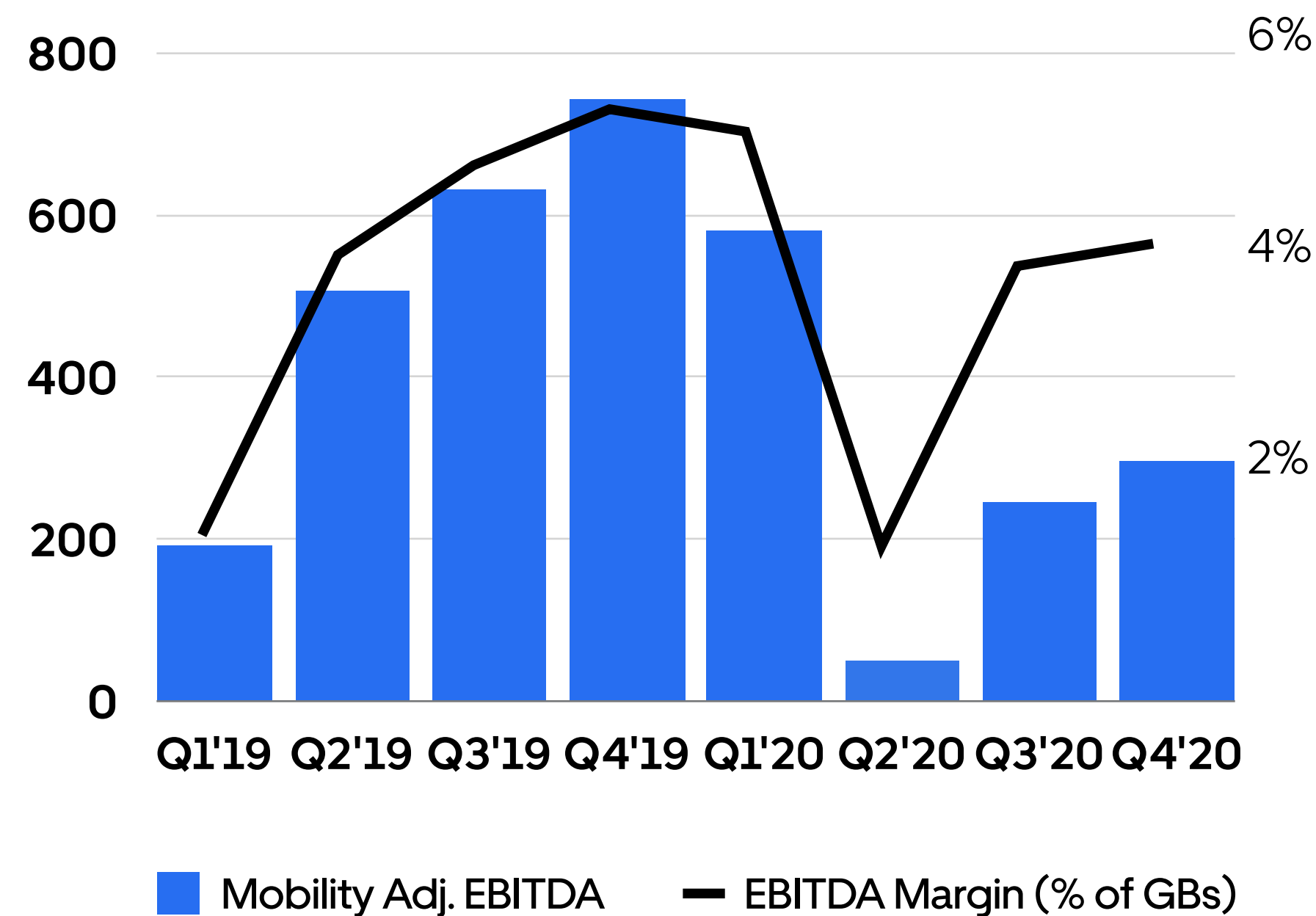
Mobility Gross Bookings

(\$B), %'s YoY*



Mobility Adjusted EBITDA

(\$M)



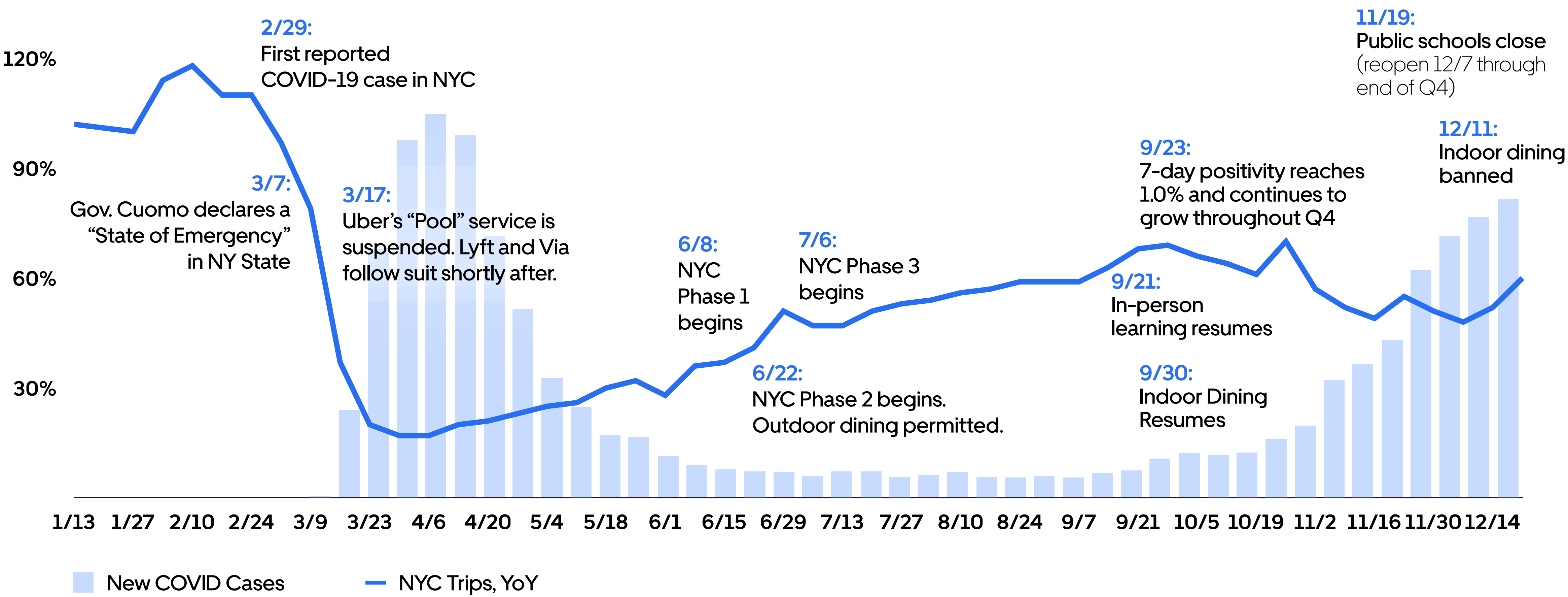
Mobility delivered positive EBITDA through 2020 with healthy incremental margins from the bottom in Q2 despite significant topline headwinds

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

*YoY Growth %'s are in constant currency

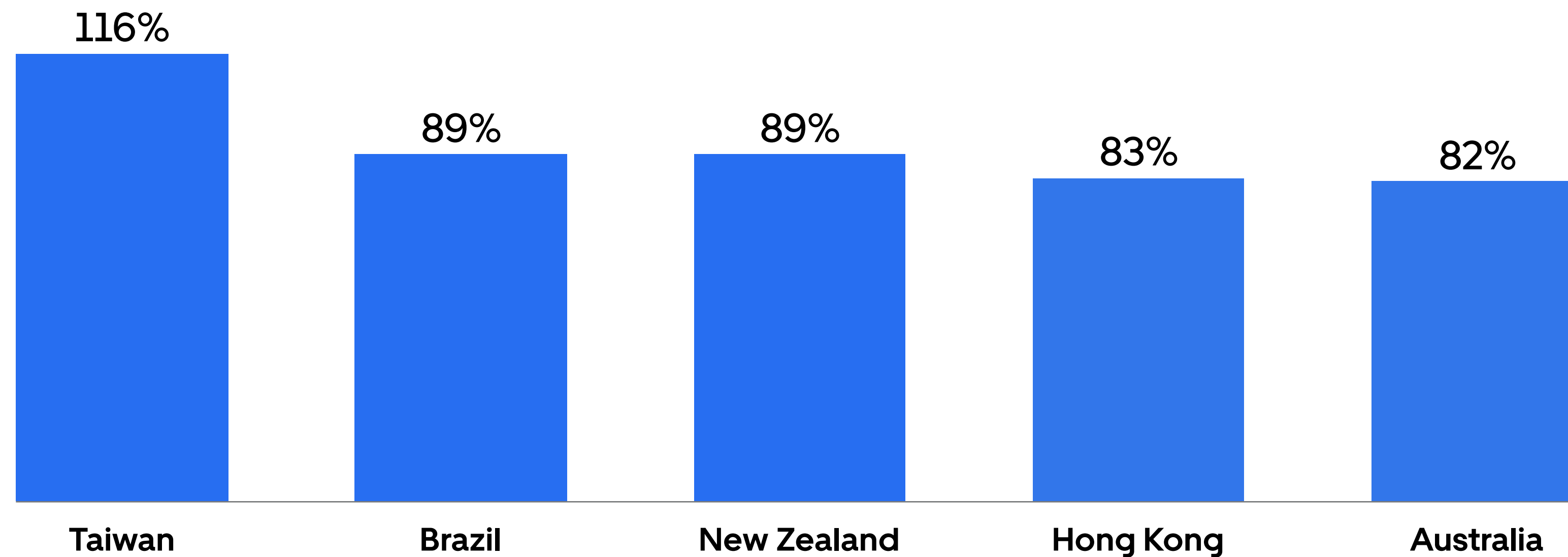
COVID impacts moderating in recent lockdowns

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



Markets beginning to return to growth

January 2021 Gross Bookings YoY¹ (Indexed)



1. YoY growth %'s are in constant currency

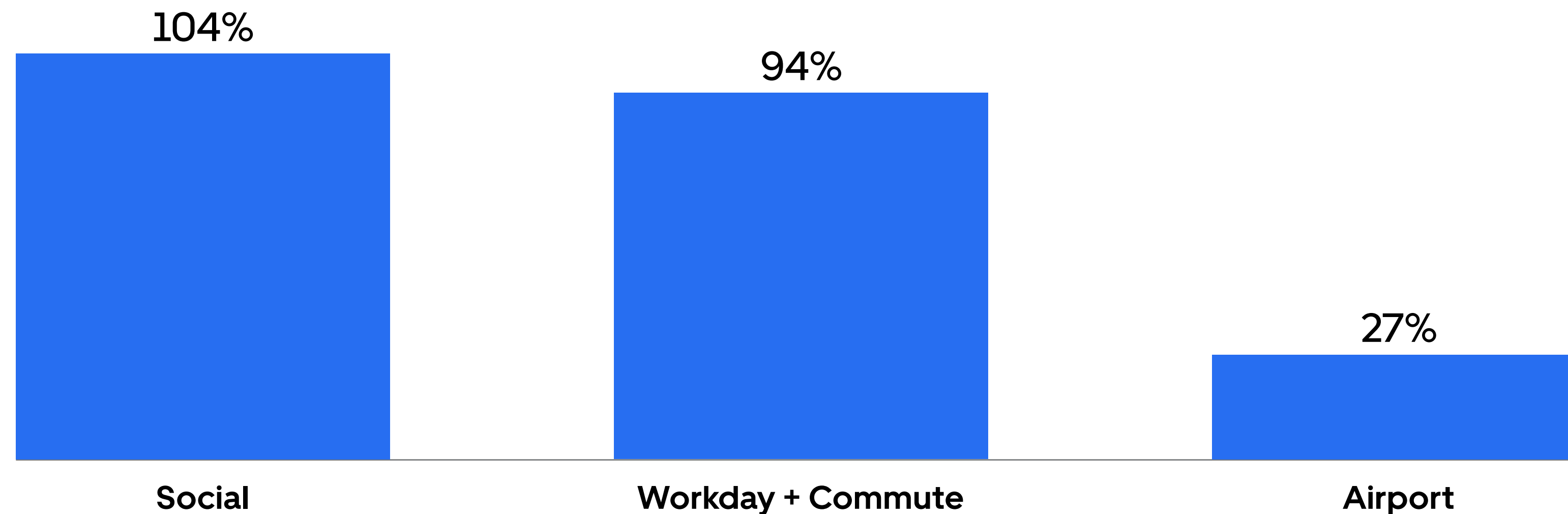
Mobility recovers as movement restrictions ease. Two of the largest Mobility markets – Brazil and Australia were down only 10-20% YoY in January.

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

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)



1. YoY growth %'s are in constant currency

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.

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.

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.

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.

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.

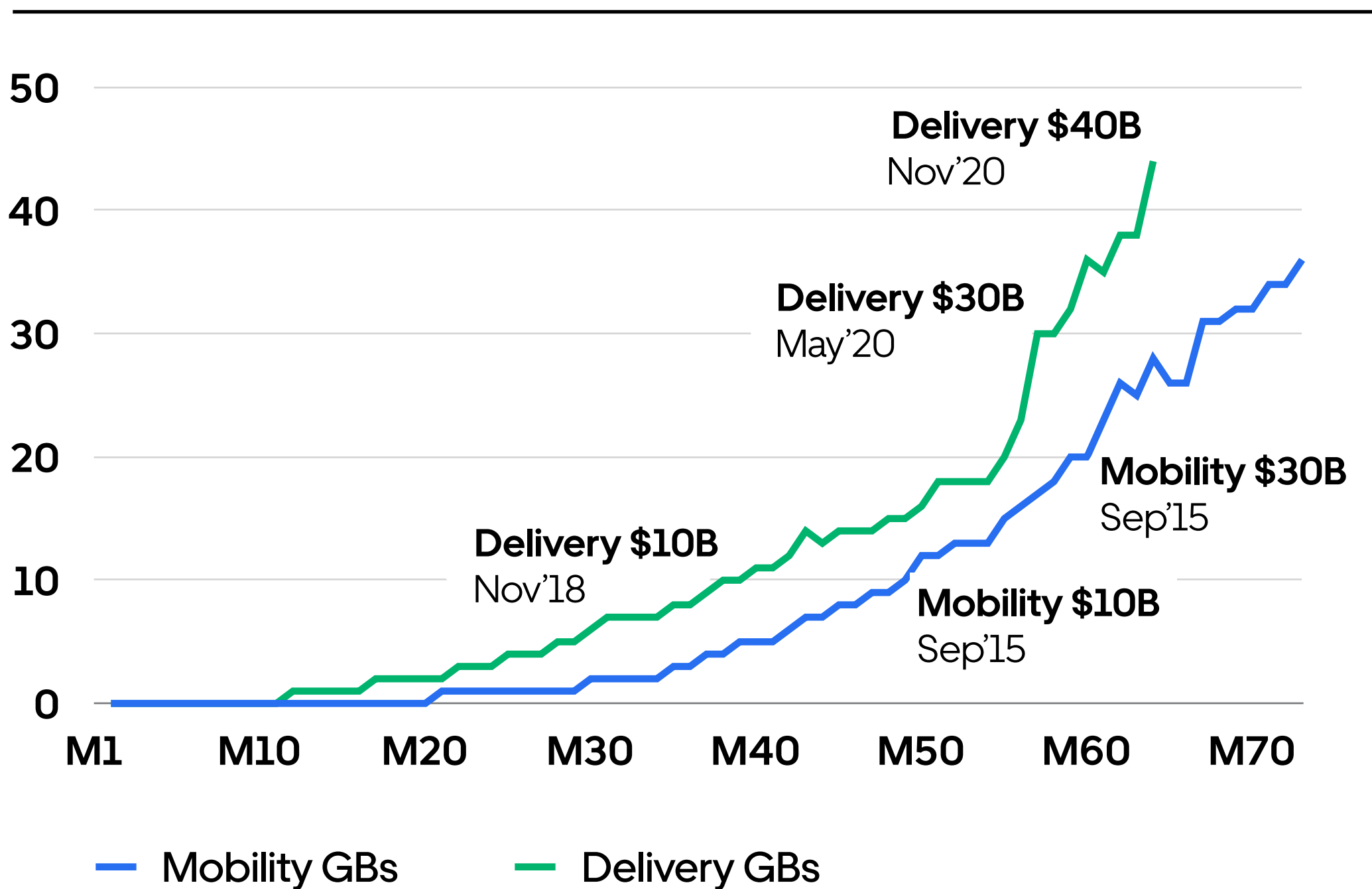
Delivery

Global scale and local leadership

| 52% Of 2020
Gross Bookings

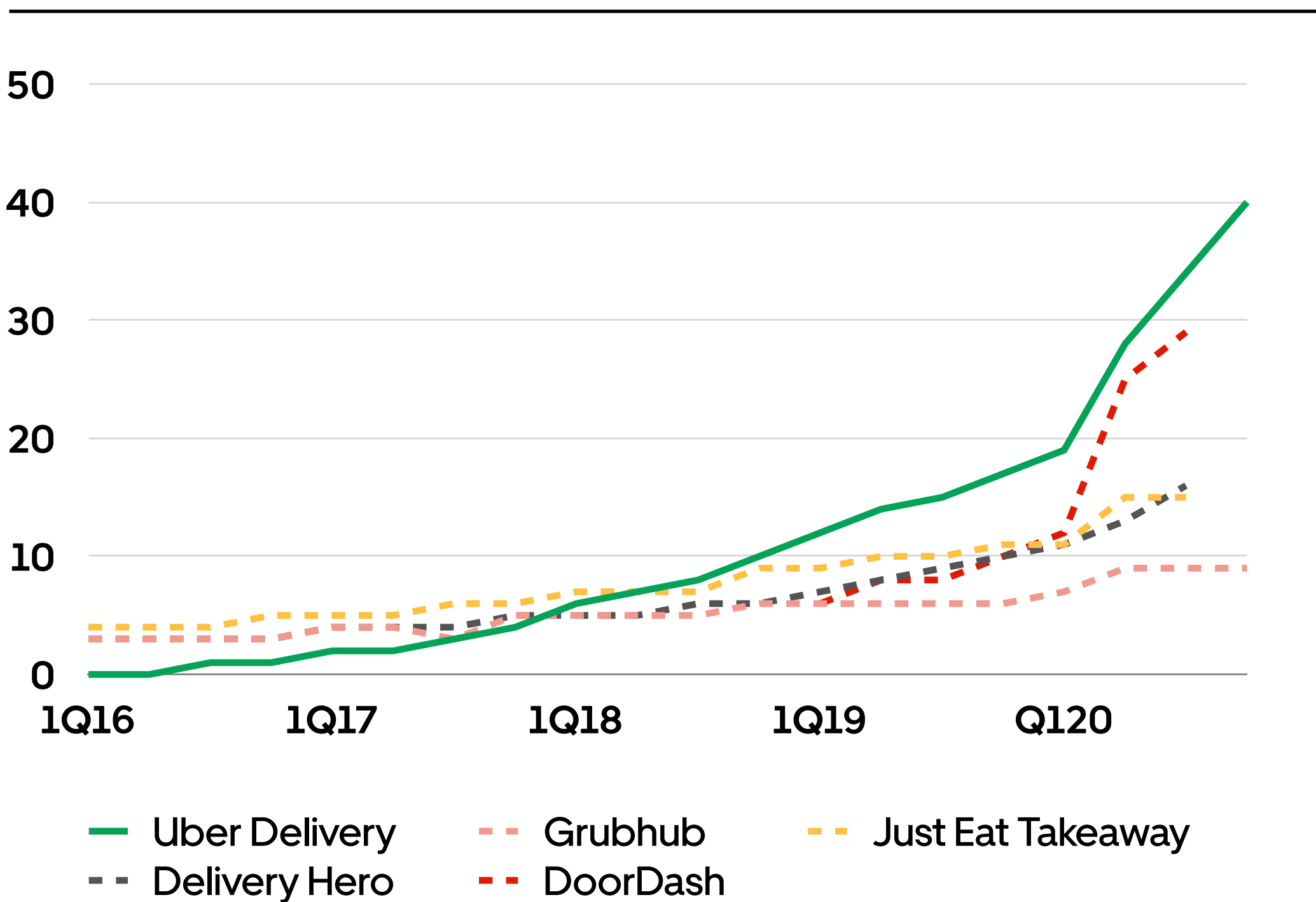
Delivery is following the Mobility playbook

Run-rate Gross Bookings*
(\$B)



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

Run-rate Gross Bookings^
(\$B)



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

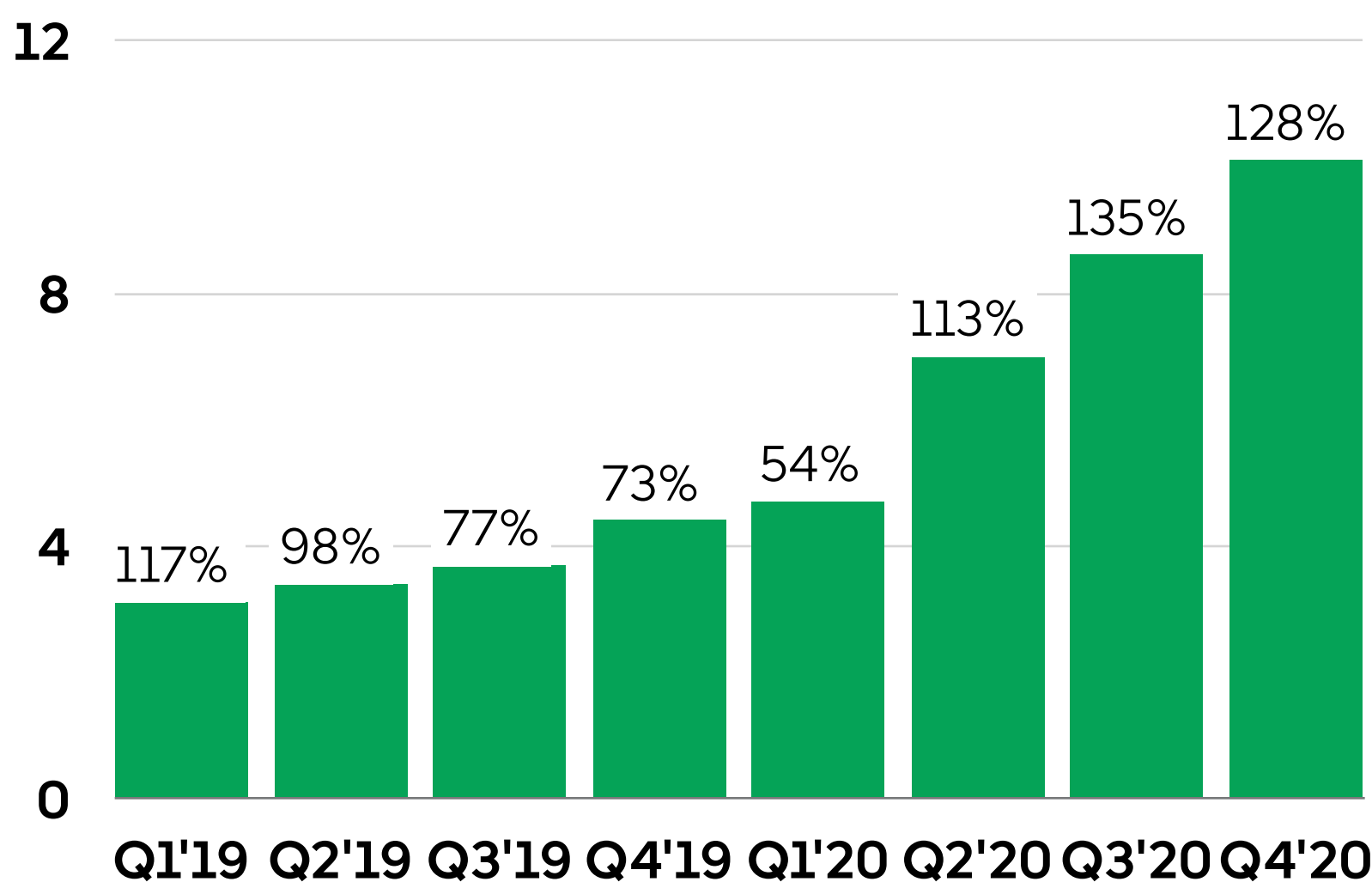
*Annualized Gross Bookings run-rate based on monthly gross bookings

^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

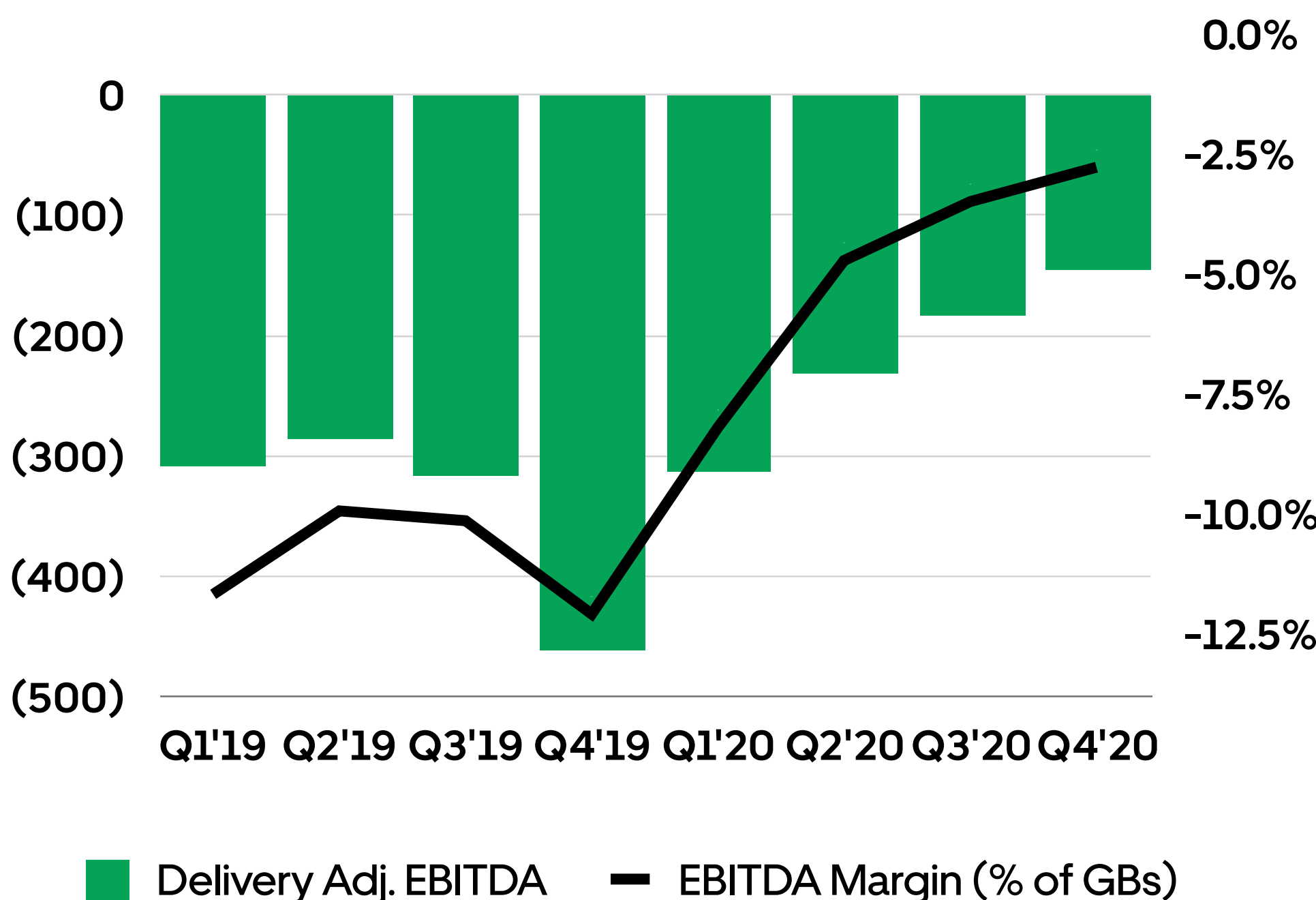
Delivery Gross Bookings

(\$B), %'s YoY¹



Delivery Adjusted EBITDA

(\$B), %'s YoY¹



1. YoY %'s shown on a constant currency basis

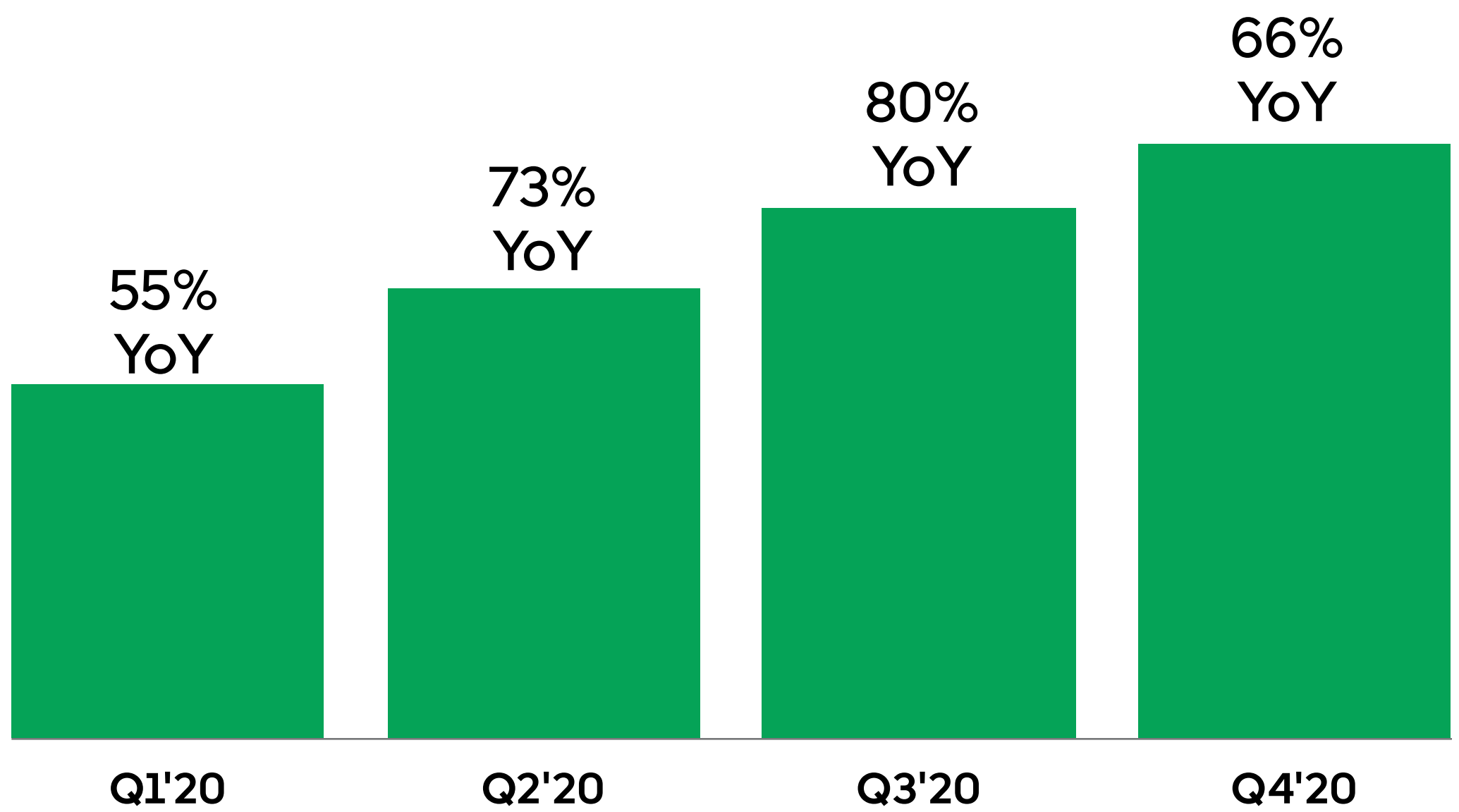
In 2020, Delivery saw strong structural tailwinds and Uber executed to capture outsized growth.

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

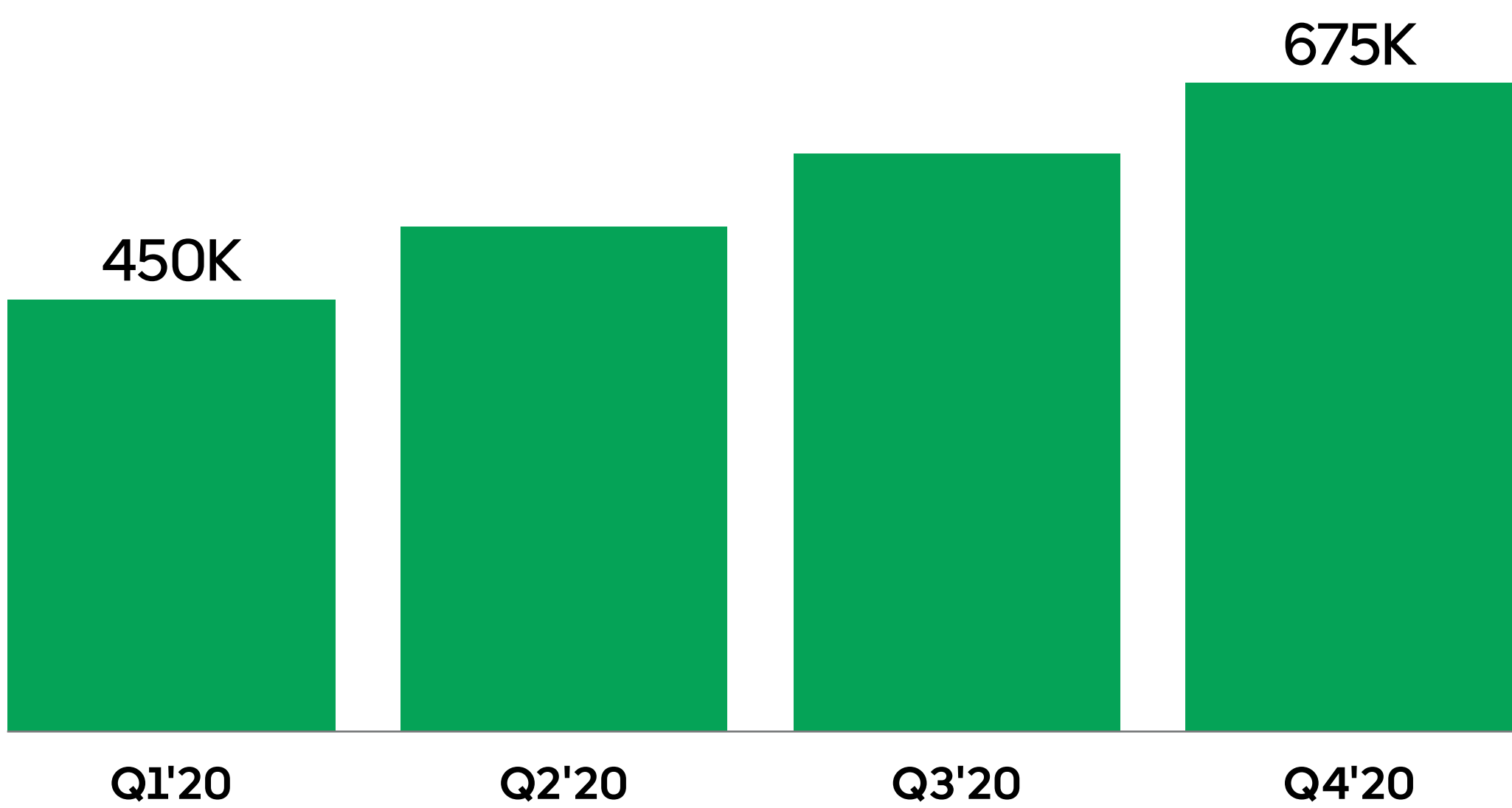
We remain committed to achieving Delivery EBITDA breakeven in 2021.

Significant progress made in 2020

Delivery MAPCs*



Delivery Active Merchants

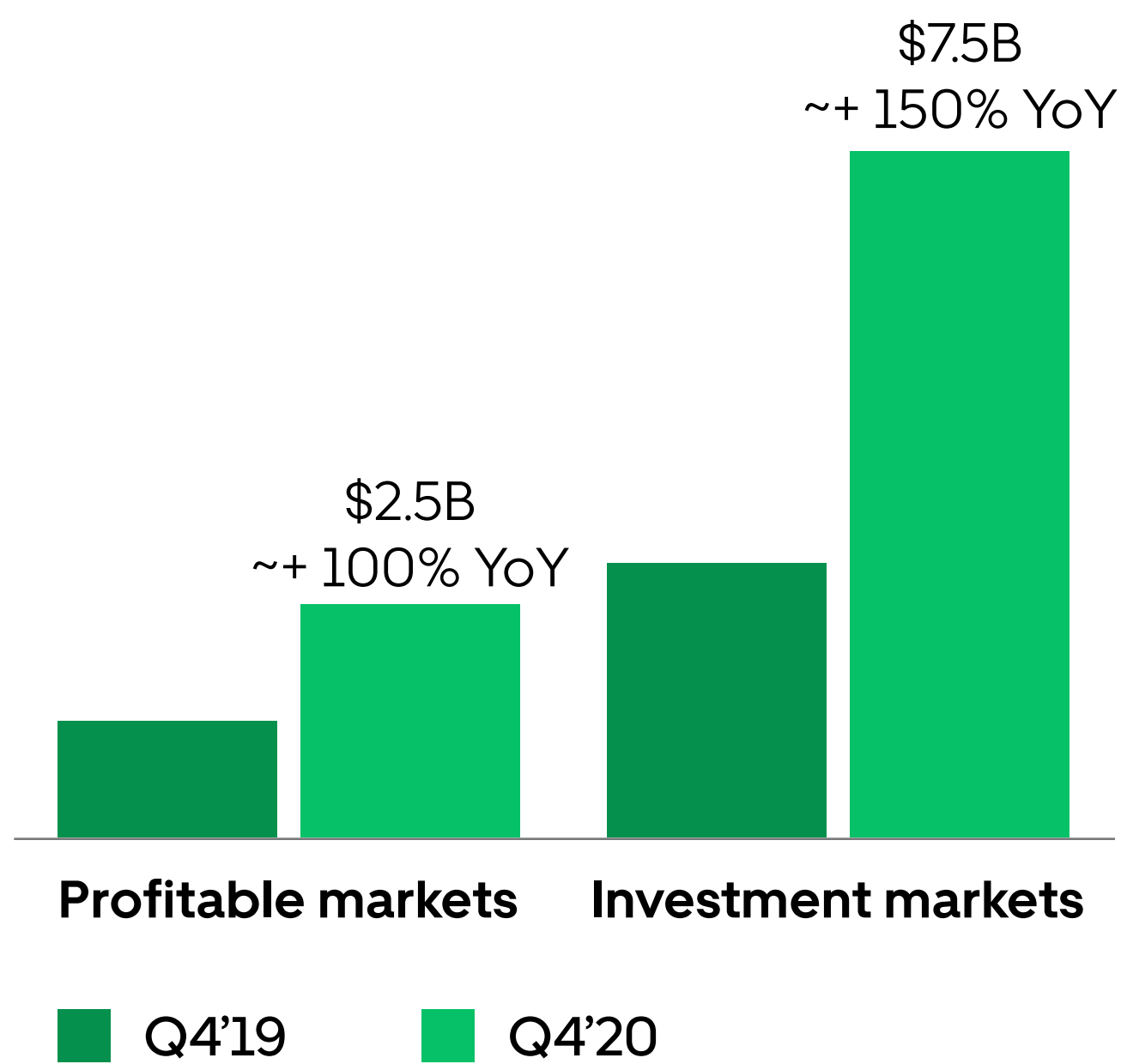


* Delivery MAPCs and YoY figures exclude exited markets

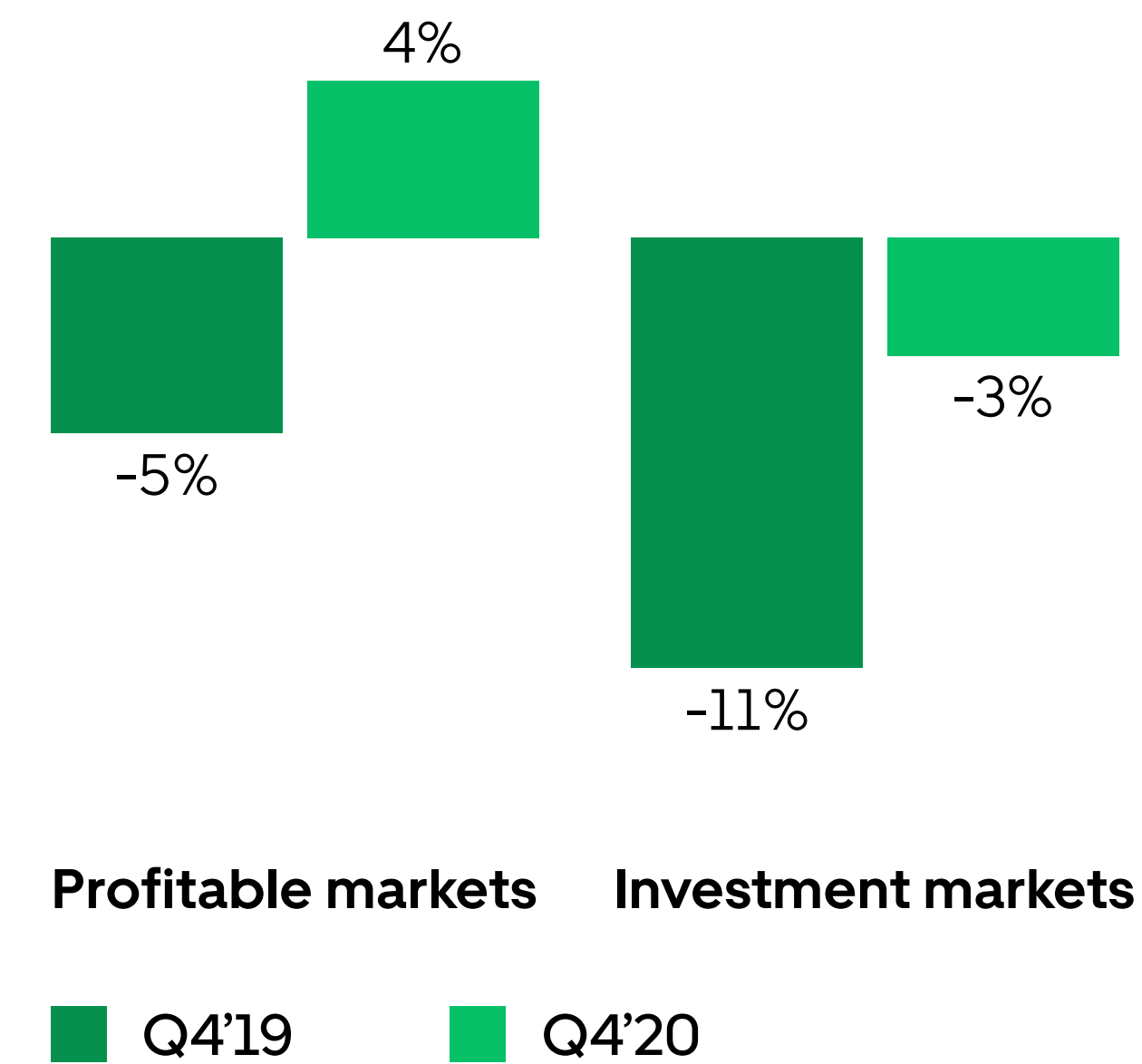
Profitable markets demonstrate long-term potential

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

Gross Bookings



Adjusted EBITDA margin (% of GB)

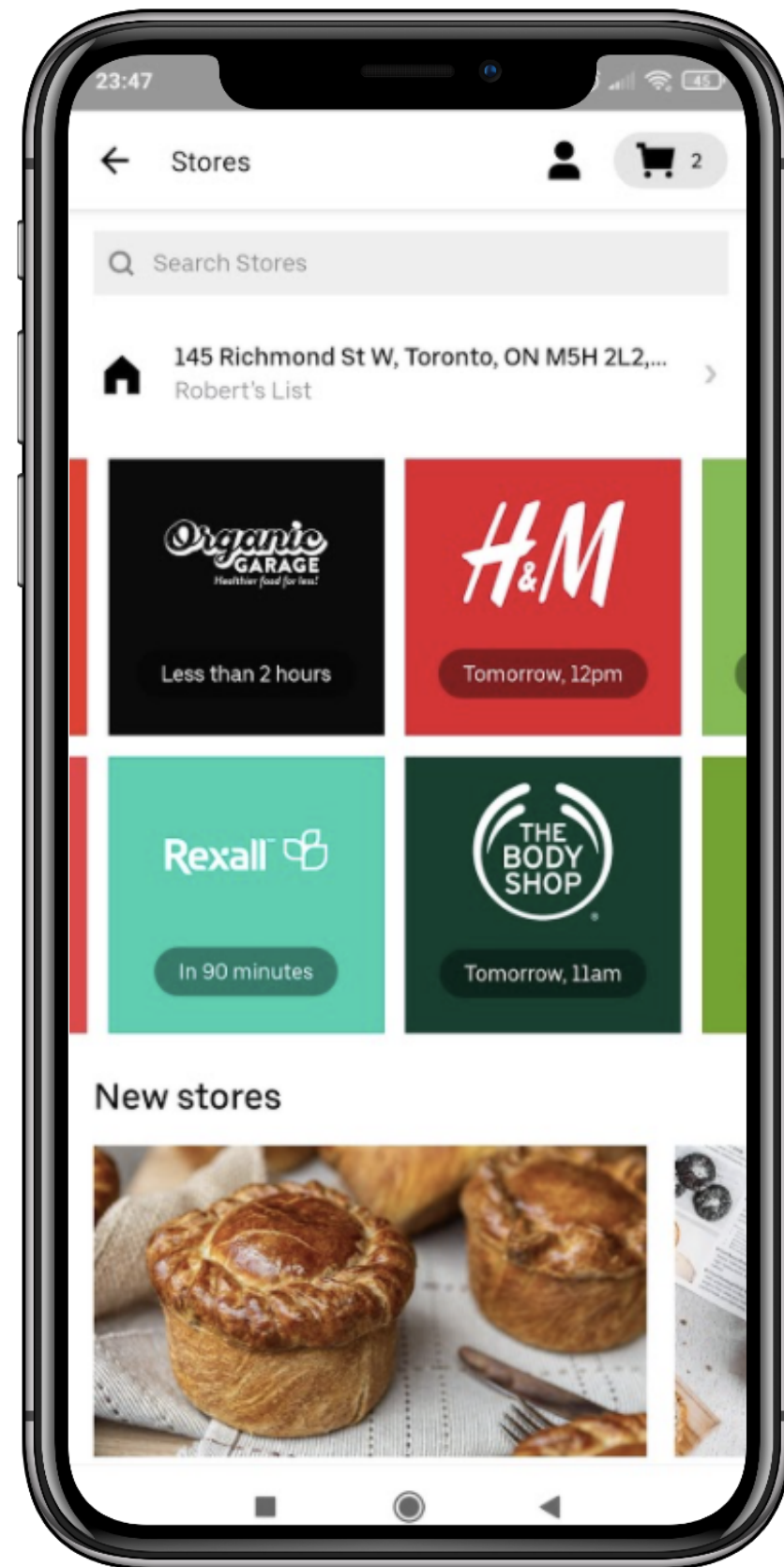


Delivery made significant progress towards EBITDA breakeven in 2020. Market level trends demonstrate a strong investment case, with the 15 profitable markets in Q4'20 generating over \$100 million in Delivery EBITDA (4%+ of GB), while growing 100% YoY.

Investment markets improved EBITDA margins by a similar magnitude YoY, while delivering 150% YoY growth.

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.

Growth bets ramping in 2021

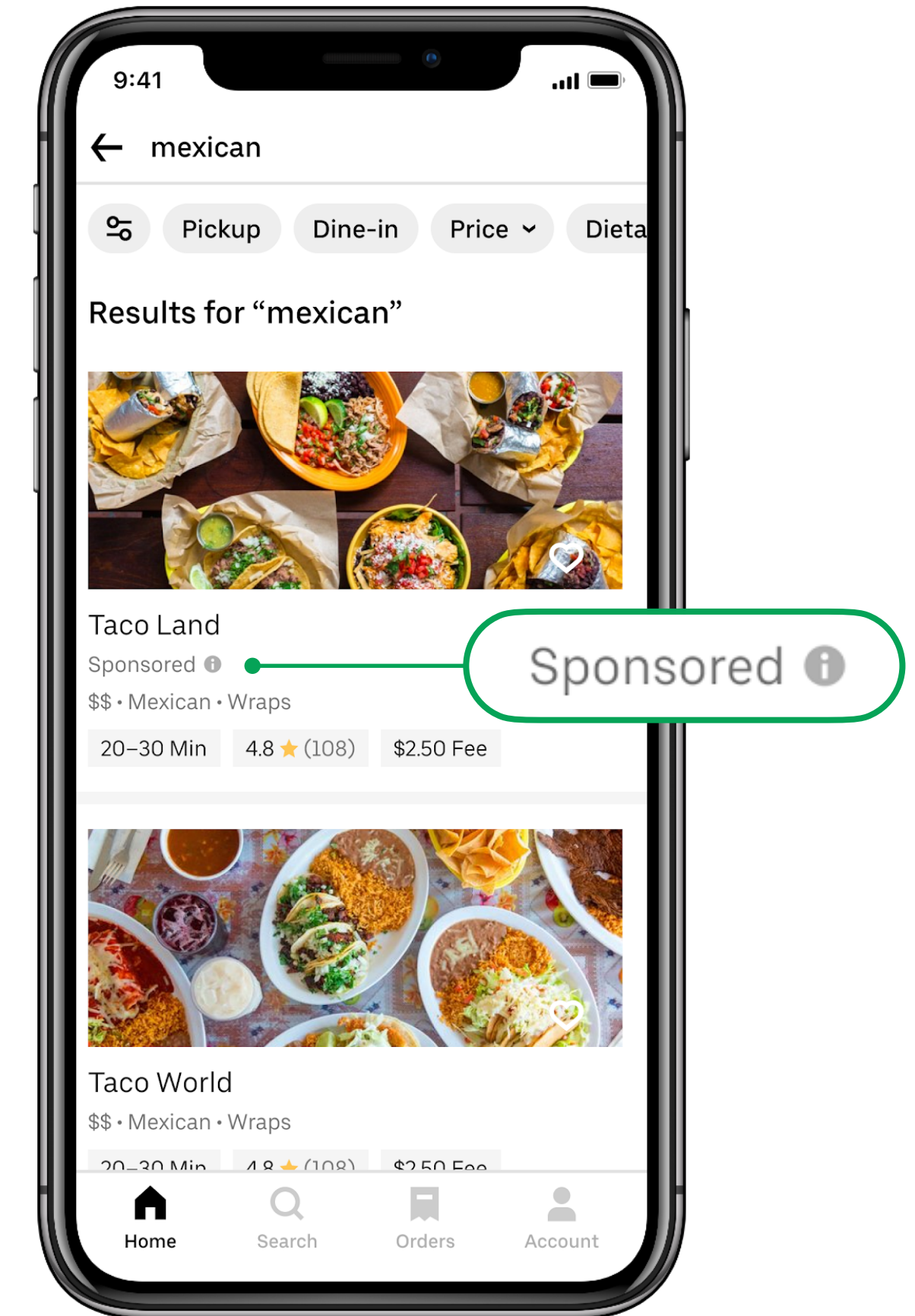


Grocery and New Verticals exited 2020 at over \$1.5B in run-rate Gross Bookings



Postmates

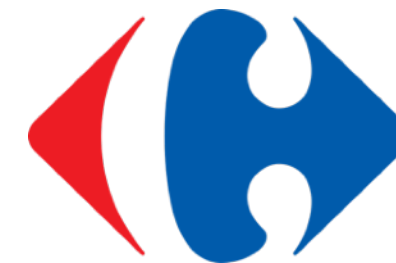
Uber Direct, Connect and Postmates DaaS addressing additional delivery opportunities



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.



sweetgreen®



05

Freight

Disrupting freight brokerage

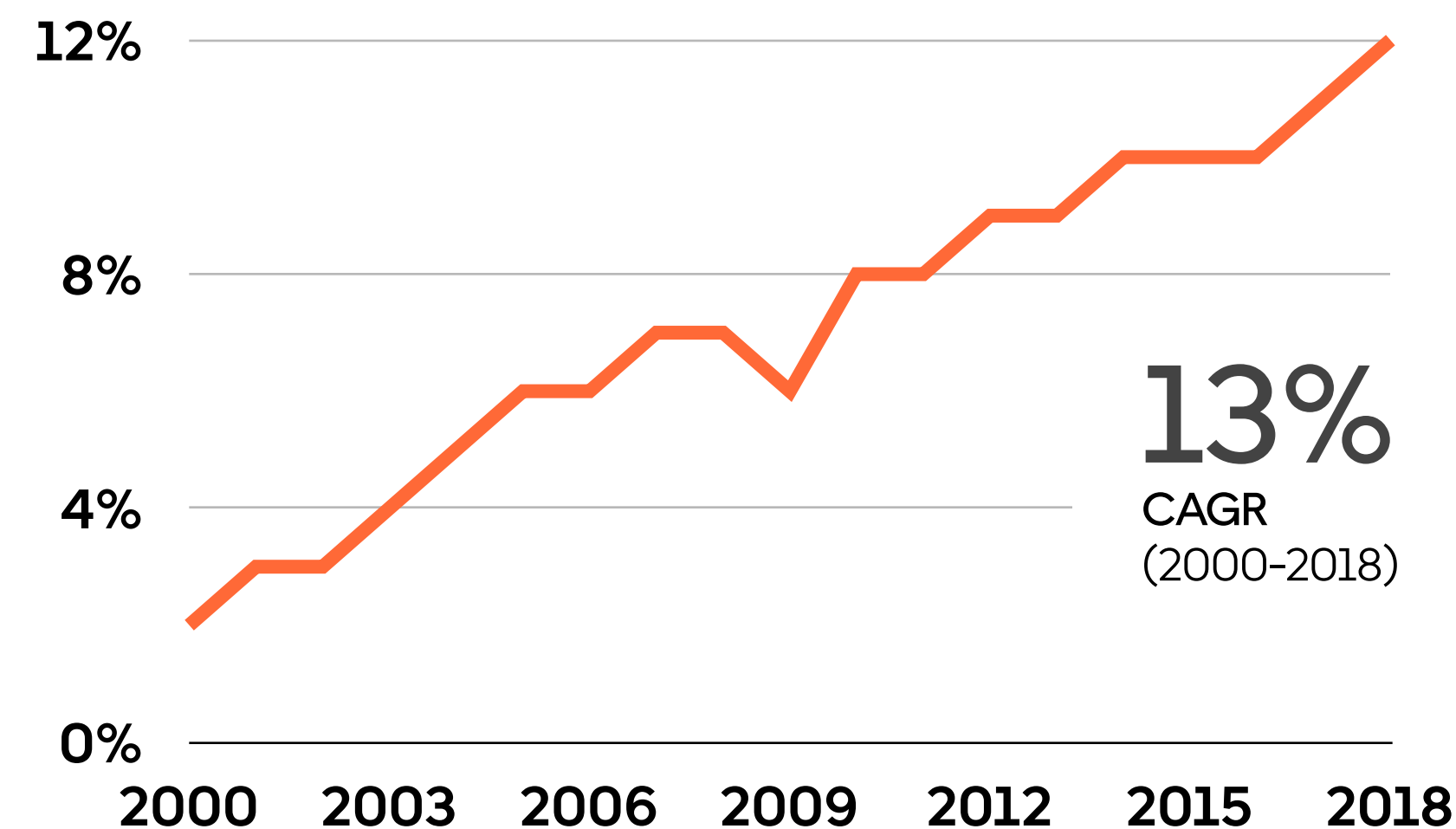
| 2% Of 2020
Gross Bookings

Technology is accelerating industry transformation

Outsourcing logistics to 3PL¹

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

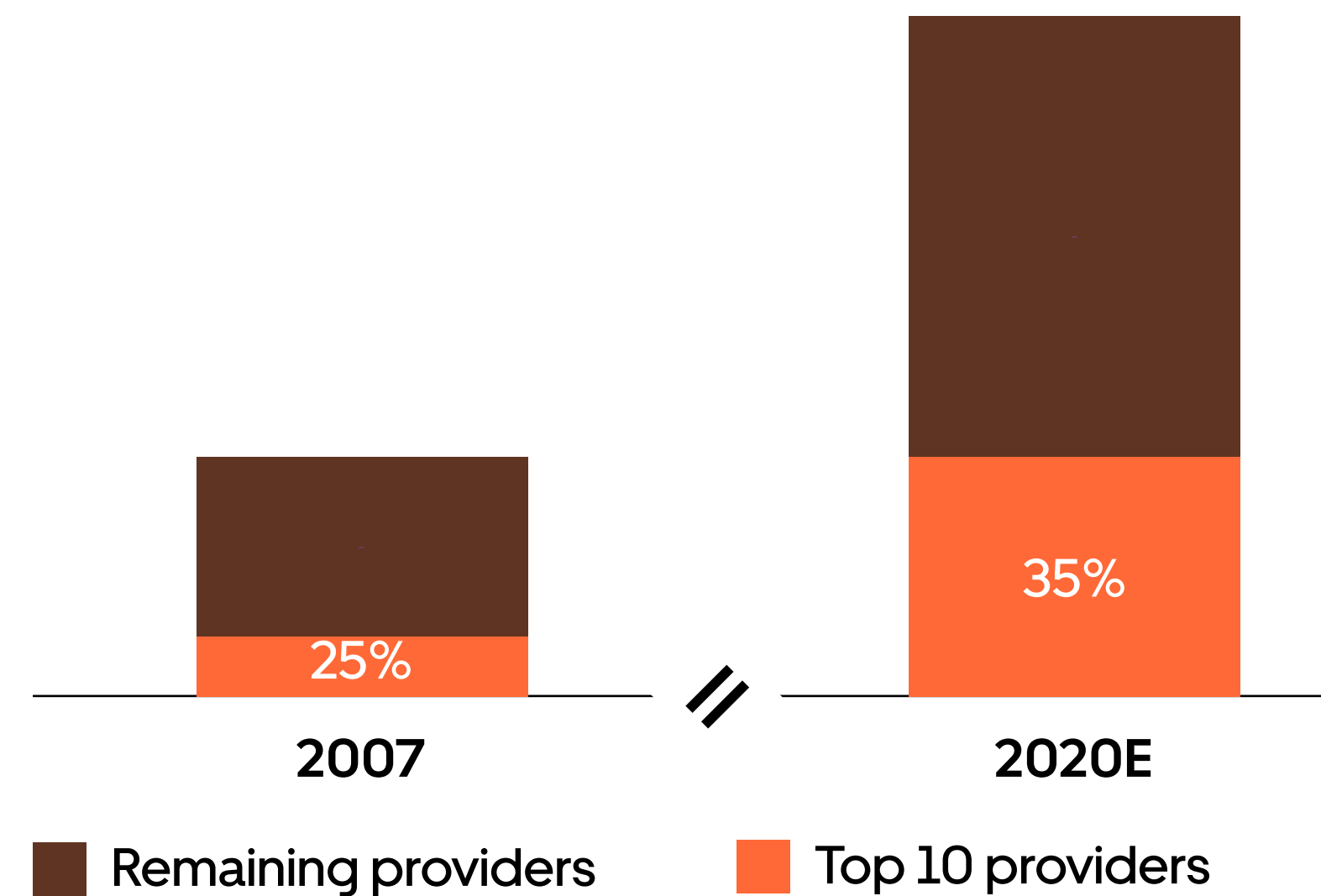
3PL Penetration of Total Freight Market²



Tech accelerating consolidation

Shippers streamlining vendors³

Market Share of Top Providers⁴



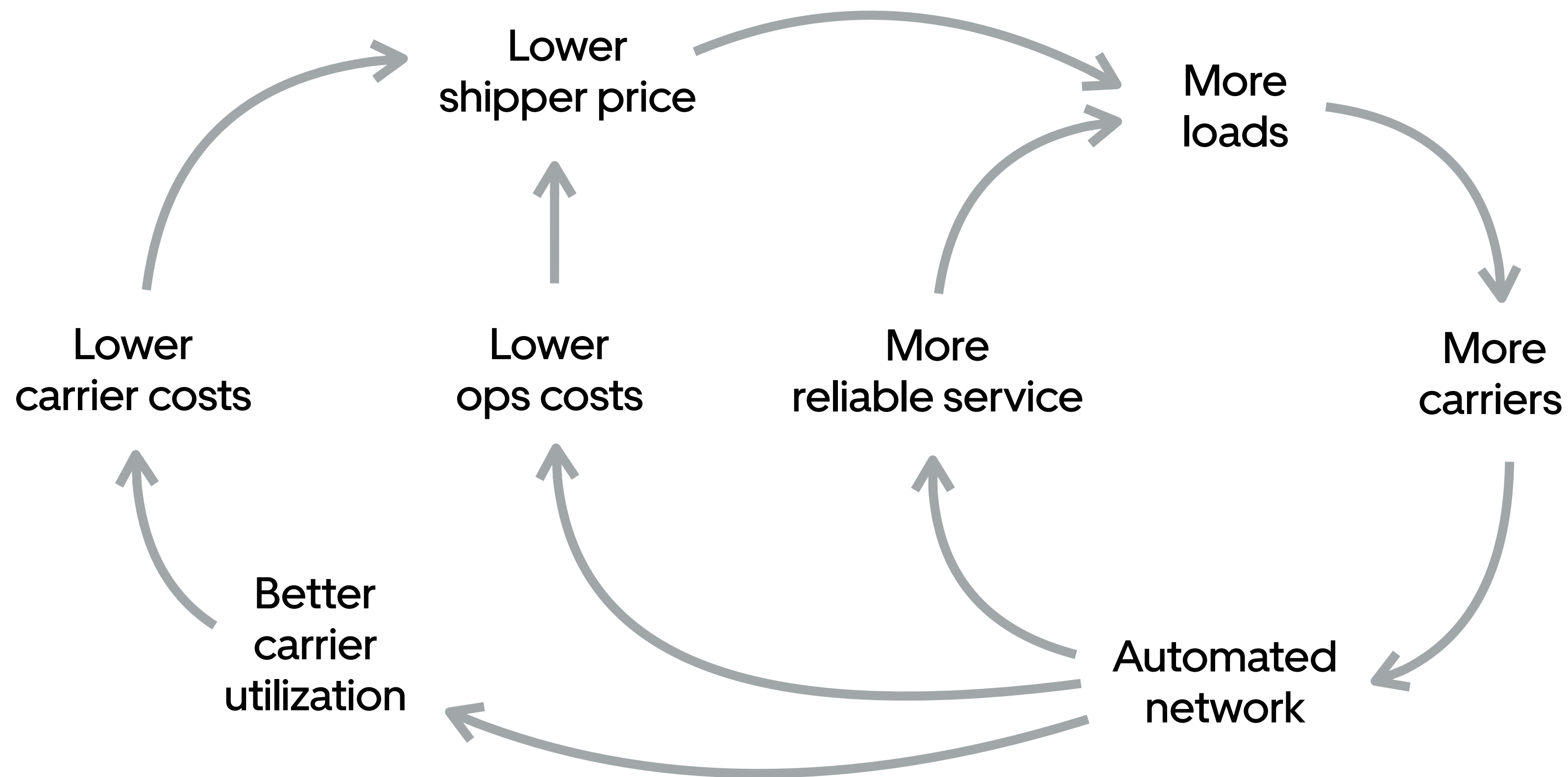
Freight is benefiting from market tailwinds and leading the tech transformation.

“Shippers now expect a best-in-class digital experience [...] Early ‘adapters’ who build liquidity will reap rewards in the form of valuable freight platforms”⁵



1. 3rd-party logistics
2. Armstrong & Associates, Uber Analysis
3. Uber Freight Industry Survey of 71 shippers (Aug 2019)
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



- 1. Electronic Logging Device
- 2. Transportation Management System
- 3. Based on second half 2020 versus first half 2020

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 providers¹.

Service

Integrated with top 5 largest TMS² players to provide shippers real-time pricing and capacity, serving shippers' evolving procurement needs. Triple digit growth of loads moved through our Shipper API channel³.

Adoption & continued investment showcase the value of Uber Freight's platform

Working with 8.2K shippers, including 300 Enterprise¹ shippers

Recognized for service excellence & innovation in 2020



 **FREIGHTWAVES**



\$1.3B

2020 exit run-rate.
37% YoY growth²

71K

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

\$500M

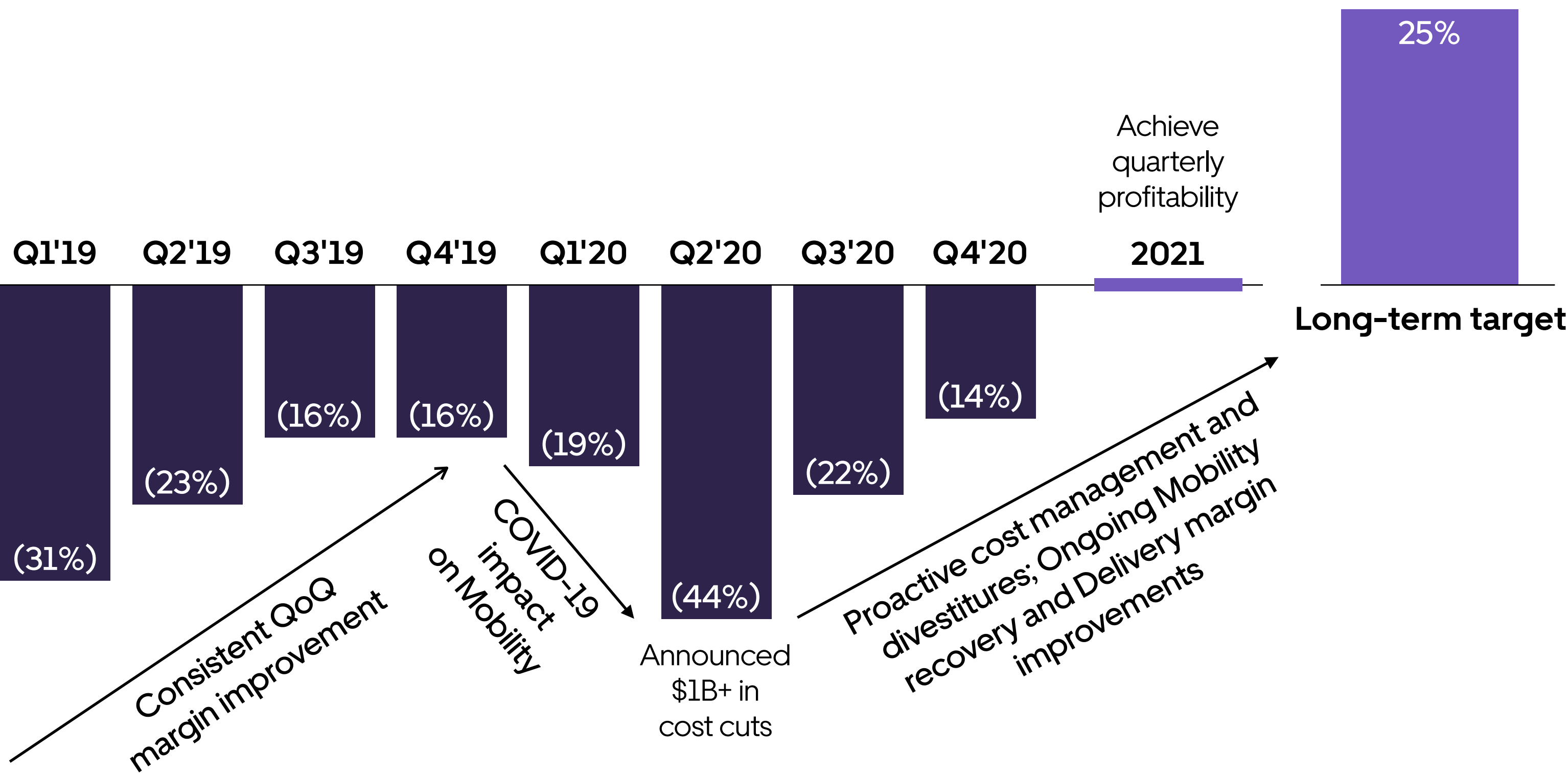
Series A investment by Greenbriar Equity Group expected to further scale our offerings and provide runway for continued product innovation

1. Enterprise segment defined as customers with at least \$1B 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

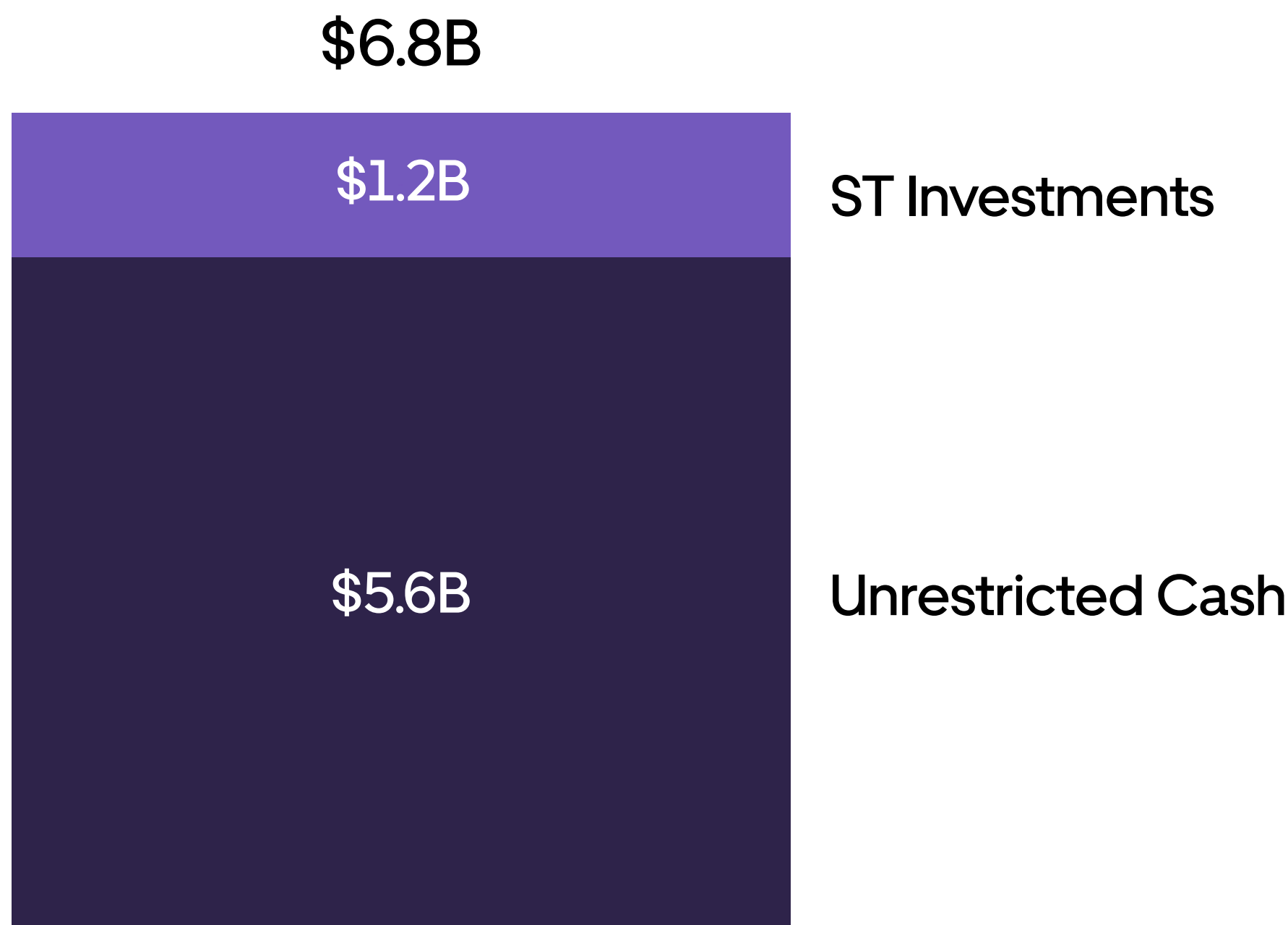
	Revenue take rate (% GB)	Adjusted EBITDA margin (% Revenue)
Mobility	25%	45%
Delivery	15%	30%
Uber		25%

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

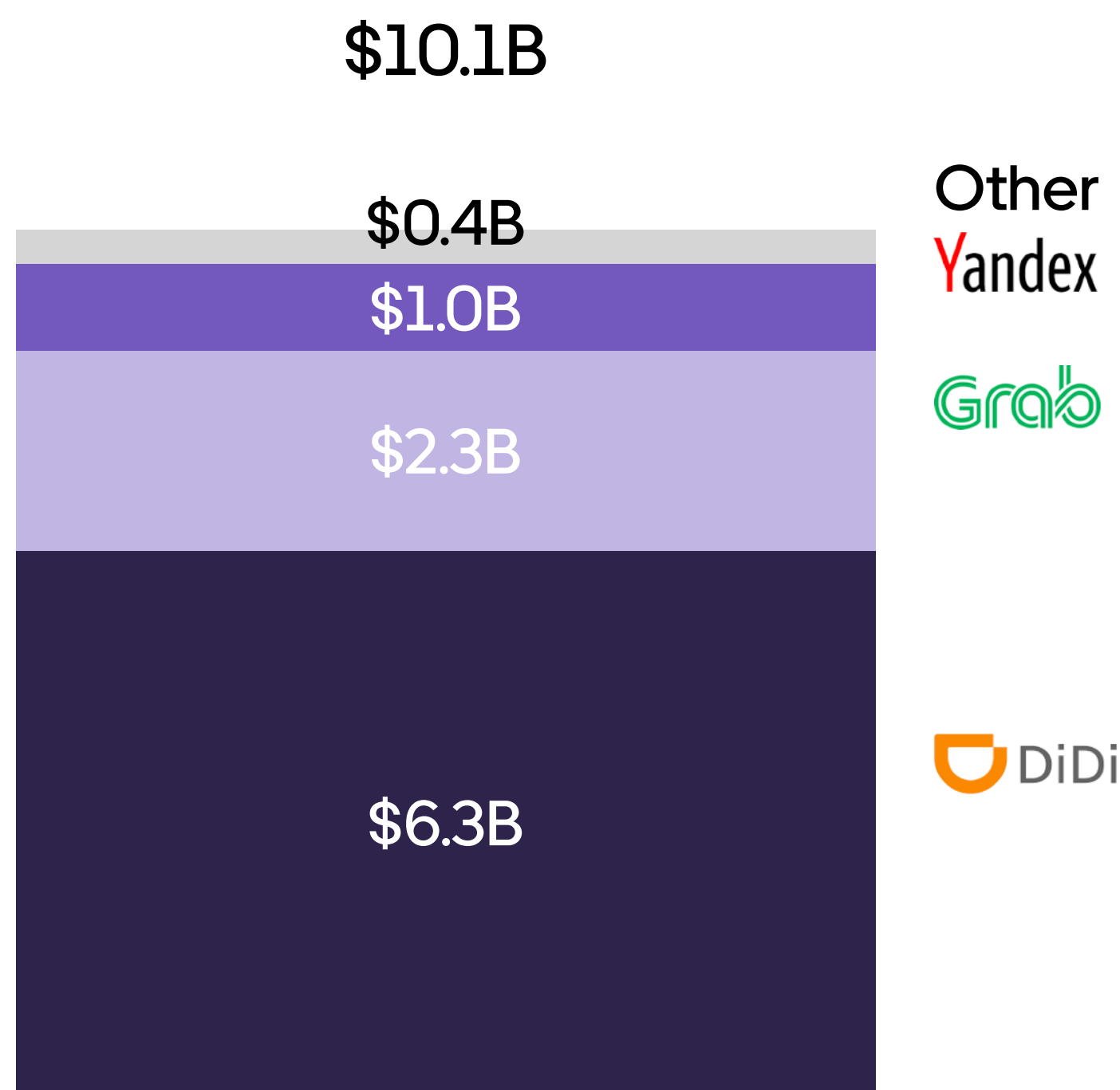
Delivery made significant EBITDA margin improvements in 2020, even as Uber invested to address growth opportunities. In Q4 2020, 15 of 32 Delivery markets were profitable. We remain committed to achieving Delivery segment EBITDA breakeven in 2021.

Healthy liquidity position, with equity stakes providing further optionality

Liquidity Position



Equity Stakes



* 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



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.**

~15%^{stake}



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.**

~16%^{stake}



Provides on-demand ride-hailing services as well as food delivery services in Russia and CIS countries with some presence in EU & Africa. Yandex has invested heavily in Grocery (Lavka) and car-sharing (Drive).

~35%^{stake}



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.**

<10%^{stake}



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.**

~23%^{stake}

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%^{stake¹}



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.

*

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 Advaiti

CEO,
Flex Ltd.

Age: 53
Board Tenure: Since Jul' 20
Committees: Audit



Ursula Burns

Former Chairman and CEO,
VEON

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



Dara Khosrowshahi

CEO,
Uber Technologies

Age: 51
Board Tenure: Since Sep' 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)



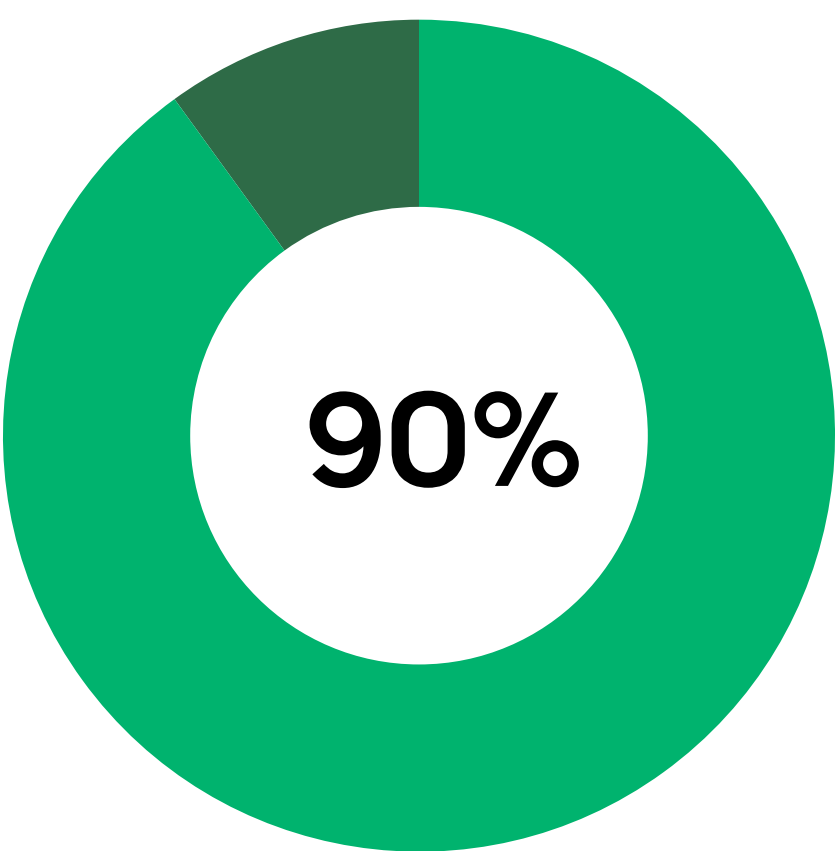
David Trujillo

Partner,
TPG Capital

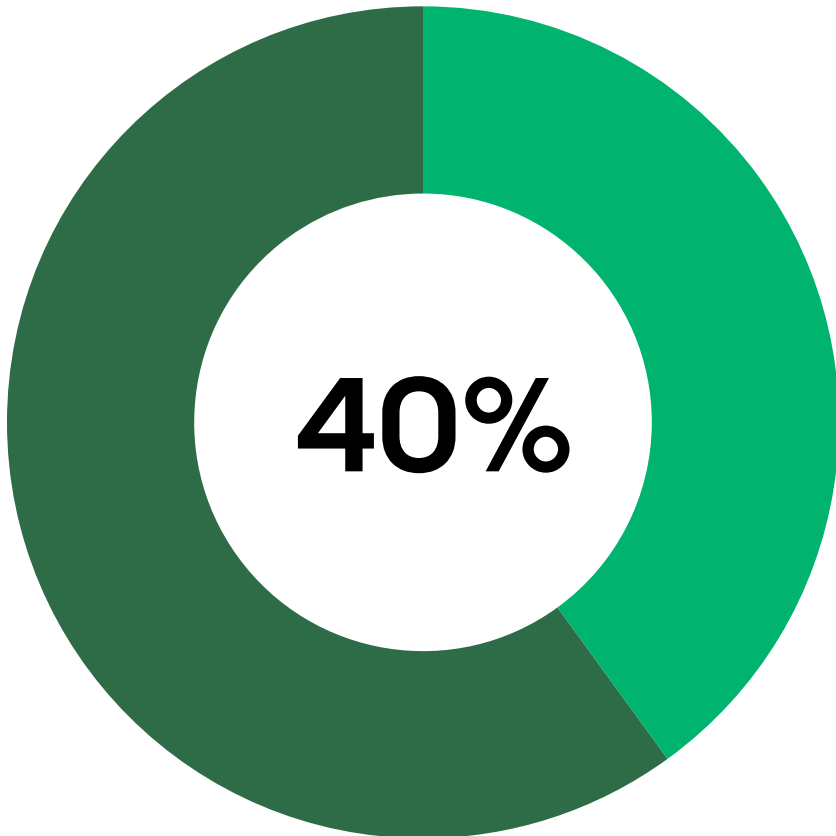
Age: 45
Board Tenure: Since Jun' 17
Committees: Nominating & Governance;
Compensation (Chair)

Diverse and Experienced Board

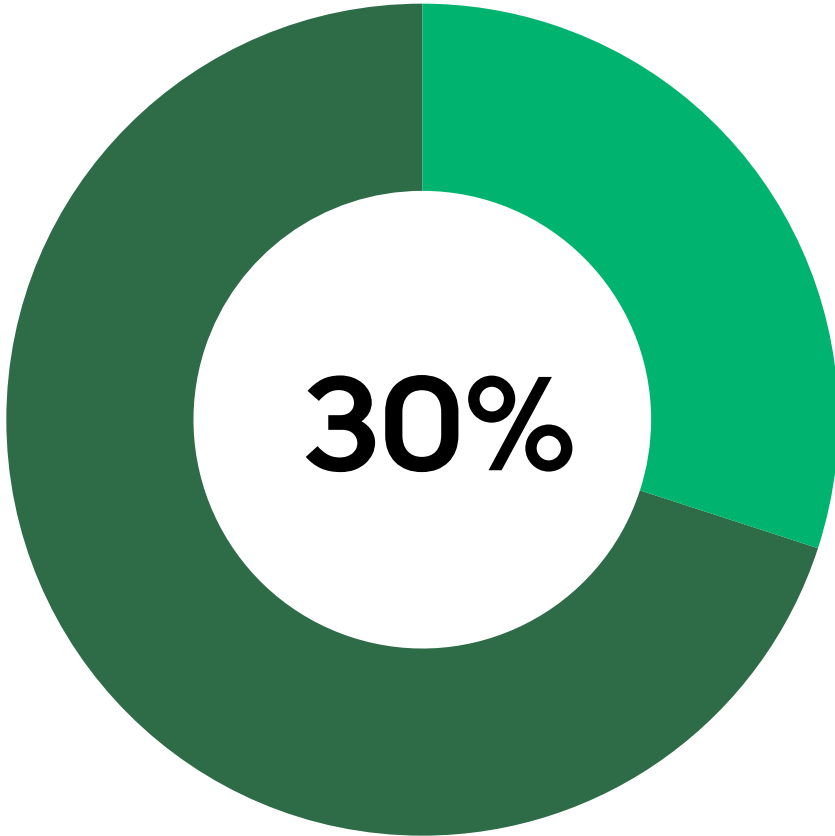
Board Profile



Independent

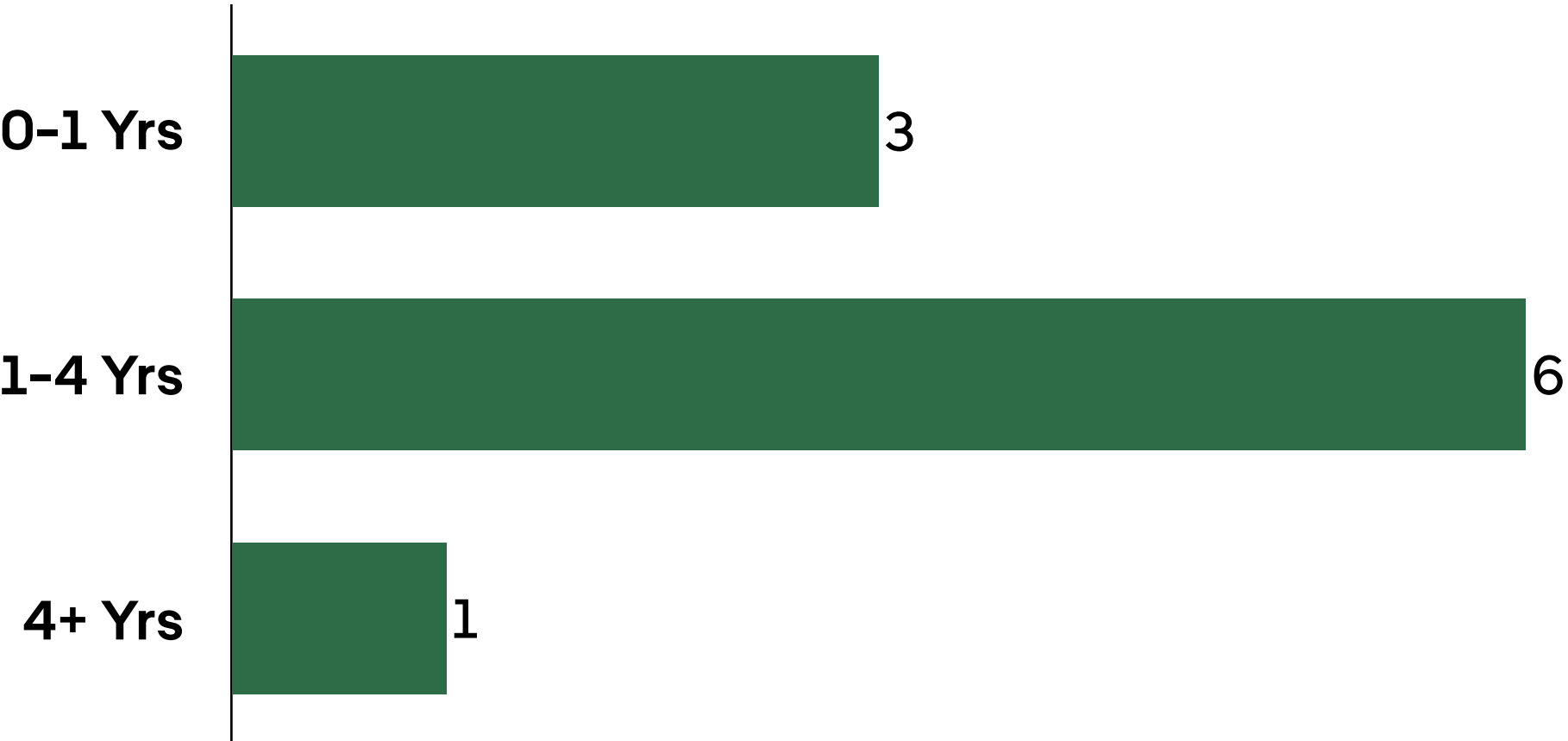


Gender Diverse



Ethnically Diverse

Board Tenure



Skills & Experience



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.

Local
Impact

Driver/
delivery person
well-being

Diversity,
equity, inclusion
& culture

Platform
safety

Ethics
& compliance

COVID-19
response

User
privacy

Cybersecurity

Climate
change

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				
	Dec 31 '19	Mar 31 '20	Jun 30 '20	Sep 30 '20	Dec 31 '20
Mobility	\$742	\$581	\$50	\$245	\$293
Delivery	(461)	(313)	(232)	(183)	(145)
Freight	(55)	(64)	(49)	(73)	(41)
All Other	(67)	(63)	(23)	-	-
ATG and Other Technology Programs	(130)	(108)	(91)	(104)	(72)
Corporate G&A and Platform R&D	(644)	(645)	(492)	(510)	(489)
Adjusted EBITDA	(\$615)	(\$612)	(\$837)	(\$625)	(\$454)
Add (deduct):					
Legal, tax, and regulatory reserve changes and settlements	-	(19)	(38)	-	92
Goodwill and asset impairments/loss on sale of assets	-	(193)	(16)	(76)	(32)
Restructuring and related charges (credits), net	(12)	-	(382)	6	14
Gain (loss) on lease arrangement	-	-	(7)	12	-
Acquisition, financing and divestitures related expenses	-	(10)	(19)	(14)	(43)
Accelerated lease costs related to cease-use of ROU assets	-	-	-	(80)	(22)
COVID-19 response initiatives	-	(24)	(48)	(18)	(16)
Depreciation and amortization	(101)	(128)	(129)	(138)	(180)
Stock-based compensation expense	(243)	(277)	(131)	(183)	(236)
Other income (expense), net	15	(1,795)	(44)	151	63
Interest expense	(101)	(118)	(110)	(112)	(118)
Loss from equity method investments	(9)	(12)	(7)	(8)	(7)
Provision for (benefit from) income taxes	(25)	242	(4)	(23)	(23)
Net income (loss) attributable to non-controlling interest, net of tax	(5)	10	(3)	19	(6)
Net income (loss) attributable to Uber Technologies, Inc.	(\$1,096)	(\$2,936)	(\$1,775)	(\$1,089)	(\$968)

GAAP to Non-GAAP Reconciliations

(Unaudited)

\$ in Millions

	Three Months Ended				
	Dec 31 '19	Mar 31 '20	Jun 30 '20	Sept 30 '20	Dec 31 '20
GAAP Cost of Revenue	1,605	1,491	924	1,298	1,441
Goodwill and asset impairment/loss on sale of assets	-	-	(10)	-	-
COVID-19 response initiatives	-	(5)	(22)	(16)	(13)
Acquisition, financing and divestitures related expenses	-	-	(4)	(1)	-
Non-GAAP Cost of Revenue	\$1,605	\$1,486	\$888	\$1,281	\$1,428
Non-GAAP Operating Expenses					
GAAP Operations and support	\$506	\$503	\$582	\$365	\$369
Restructuring and related charges	(2)	-	(187)	6	10
Goodwill and asset impairment/loss on sale of assets	-	-	(6)	(2)	-
COVID-19 response initiatives	-	-	(7)	-	-
Acquisition, financing and divestitures related expenses	-	(5)	(10)	(2)	(1)
Stock-based compensation	(23)	(25)	(11)	(16)	(20)
Non-GAAP Operations and support	\$481	\$473	\$361	\$351	\$358

Continued:

GAAP to Non-GAAP Reconciliations (Unaudited)

\$ in Millions

Three Months Ended					
	Dec 31 '19	Mar 31 '20	Jun 30 '20	Sept 30 '20	Dec 31 '20
GAAP Sales and marketing	\$1,251	\$885	\$736	\$924	\$1,038
Restructuring and related charges	(4)	-	(22)	-	1
Acquisition, financing and divestitures related expenses	-	-	-	-	(1)
COVID-19 response initiatives	-	-	(13)	-	-
Stock-based compensation	(13)	(14)	(10)	(11)	(13)
Non-GAAP Sales and marketing	\$1,234	\$871	\$691	\$913	\$1,025
GAAP Research and development	\$608	\$645	\$584	\$493	\$483
Restructuring and related charges	(4)	-	(86)	-	2
Acquisition, financing and divestitures related expenses	-	-	(5)	-	(7)
Stock-based compensation	(136)	(167)	(72)	(102)	(136)
Non-GAAP Research and development	\$468	\$478	\$421	\$391	\$342
GAAP General and administrative	\$647	\$859	\$565	\$711	\$531
Legal, tax, and regulatory reserve changes and settlements	-	(19)	(5)	-	117
Goodwill and asset impairment/loss on sale of assets	-	(193)	-	(74)	(32)
Restructuring and related charges	(2)	-	(87)	-	1
Acquisition, financing, and divestitures related expenses	-	-	-	(11)	(34)
Accelerated lease costs related to cease-use of ROU assets	-	-	-	(80)	(22)
Loss on lease terminations	-	-	(7)	12	-
Stock-based compensation	(71)	(71)	(38)	(54)	(67)
Non-GAAP General and administrative	\$574	\$576	\$428	\$504	\$494

Net Income (loss) and Adjusted EBITDA as a % of Revenue

\$ in Millions

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