



2023 ANNUAL MEETING OF STOCKHOLDERS Q&A

May 8, 2023

Below is a representative list of questions and answers that management was unable to answer during Uber's 2023 Annual Meeting of Stockholders (the "Meeting") due to time constraints. Please refer to the webcast replay of the Meeting available at investor.uber.com to listen to responses to the questions which were answered live at the Meeting.

We grouped similar questions together and provided a single response where appropriate. In accordance with the Rules of Conduct for the Meeting, we may have excluded certain questions which did not comply with such rules, including questions irrelevant to the business of the company or related to personal matters.

All responses are as of May 8, 2023 unless otherwise noted. We assume no obligation and do not intend to update responses below. If you have any questions or concerns please feel free to contact Investor Relations at investor@uber.com.

Q: Congratulations on the 5.7 million monthly active drivers and couriers reported for Q1 2023. Dara Khosrowshahi has previously stated, e.g., at the 2021 Q3 earnings call, that he doesn't think Uber will ever have enough supply of drivers and couriers. The statement is in line with demand outstripping supply on the platform for as long as I recall in the history of Uber. My question is: If supply constraints were not an issue, how large a global active earner base would it take to meet Uber's current global demand if firing on all cylinders?

A: We've made tremendous progress given our early investments in Driver supply and focus on the earner product experience. Our Driver and Courier base is at an all-time high and Mobility active Drivers were up 35% year-over-year in Q1. In the US & Canada, Driver engagement (or monthly supply hours per active Driver) was up over 15% compared to 2019 levels and nearly 10% year-over-year, while Driver churn was down substantially. At a high level, we believe that rideshare is still a supply-driven business. While our global Driver supply is now more than fully recovered to pre-pandemic levels globally, growing supply continues to be the key priority for the Mobility business. It is important to grow the number of active Drivers but also the number of supply hours per Driver over time, and this will require focus on all aspects of the Driver lifecycle. For perspective, we estimate that a low single-digit percentage of the global population has at some point driven for Uber. But even with that penetration, if just 4% of inactive Drivers returned to the platform, it would roughly double our Driver base.

Q: On behalf of the Carpenter pension funds: Delaware corporate law now permits corporations to amend their certificate of incorporation to limit personal liability of senior corporate officers for monetary damages in connection with an officers breach of their fiduciary duty of care. The permitted amendment covers most senior officers. Has the Board discussed the officer exculpation issue, and if so, is there consideration of advancing a certificate amendment.

A: Uber's management is aware of an August 2022 amendment to Delaware's General Corporation Law that allows companies to adopt exculpation provisions in their charters that generally protect covered officers from personal liability on the same basis as directors. No decision to amend the company's charter to incorporate such exculpation provisions has been made at this time.

Q: Driver and customer safety are critical issues that affect this company's stock value. What is UBER doing to improve safety of both passengers and drivers?

A: At Uber, we embed safety into everything that we do. We're committed to making Uber safer for everyone using the platform. Since 2017, we've doubled the size of our Safety team, made safety a core company value, and continued our investment in new safety technologies and features. We are continuously investing and innovating to enhance the safety of the platform for all users.

Uber's safety management system focuses on 4 key pillars:

(1) Safety policy and objectives: Establishes Uber's commitment to safety, roles and responsibilities for safety, and the processes and structures in place for achieving safety goals and pursuing continuous improvement.

(2) Safety promotion: Includes the training, communication, consultation, and other arrangements that support our ongoing safety approach and promote a positive safety culture internally and externally.

(3) Safety risk management: Refers to the proactive identification, assessment, and mitigation of safety risks associated with Uber's platform.

(4) Safety assurance: Mechanisms for monitoring, analyzing, and measuring overall safety performance, including appropriate incident management and continuous improvement of our safety management approach.

Uber's US Safety Reports are part of our ongoing commitment to continually improve the safety of our platform for all who use it. These reports detail our safety policies and processes and share data on the most serious incidents that occur on our rideshare platform in the US: motor vehicle fatalities, physical assault fatalities, and sexual assaults. As outlined in both reports (2017-2018 and 2019-2020), our data continues to show that the vast majority of trips on Uber (99.9%) are completed without any reported safety incident at all. And yet, we recognize that even one critical incident is one too many, as it reflects the devastating personal experience of an individual using Uber. Bringing safety-related information to light helps us all to make the platform safer. Our reporting brings hard data to bear in order to drive transparency and accountability and improve safety for Uber and the entire industry.

Our Board and management deeply understand the importance of safety, which is why safety is tied to our company values and as a performance metric for each of our most senior executives. Our Senior Vice President of Core Services reports annually to the Board on motor vehicle fatalities, physical assault fatalities, and critical sexual assaults, as well as safety product highlights. We also remain responsive to the rare safety incidents that occur on our platform. Our goal is to help make Uber the safest platform, which is why we are committed to supporting drivers with innovative technologies such as our new safety toolkit, Text 911, reducing turns into oncoming traffic, controlled intersection alerts and record my ride.

Q: According to the Corporate Bias Report of the 1792 Exchange, Uber has offered to pay the fines for drivers who are fined under Texas law for helping in transportation for illegal abortions. Is it really wise to involve the company over and over again to come down on one side of highly divisive social issues such as abortion? What is the rigorous case that using shareholder resources this way actually helps shareholders?

A: Our decision was motivated by feedback from Drivers that were concerned about being penalized for simply getting people where they're asking to go. We believe drivers should feel safe using Uber, and that by being clear we would support them in this hypothetical situation, we helped them feel confident in continuing to earn on our platform. It's important to note that no shareholder resources have been used, since no Drivers to date have been fined.

Q: Whereas the links and synergies between Mobility and Delivery seem clear, the position of Freight in the business seems less obvious. Could you please help clarify the synergies and advantages, if any, Freight brings to Uber's platform?

A: Overall, we run Uber Freight separately from our Mobility and Delivery businesses. We are Uber Freight's largest shareholder and function as a supportive corporate parent, but from a capital allocation perspective, we

have raised external capital to fund Freight separately from the rest of Uber. Freight employees receive Uber Freight equity, and Uber Freight has its own Board of Directors.