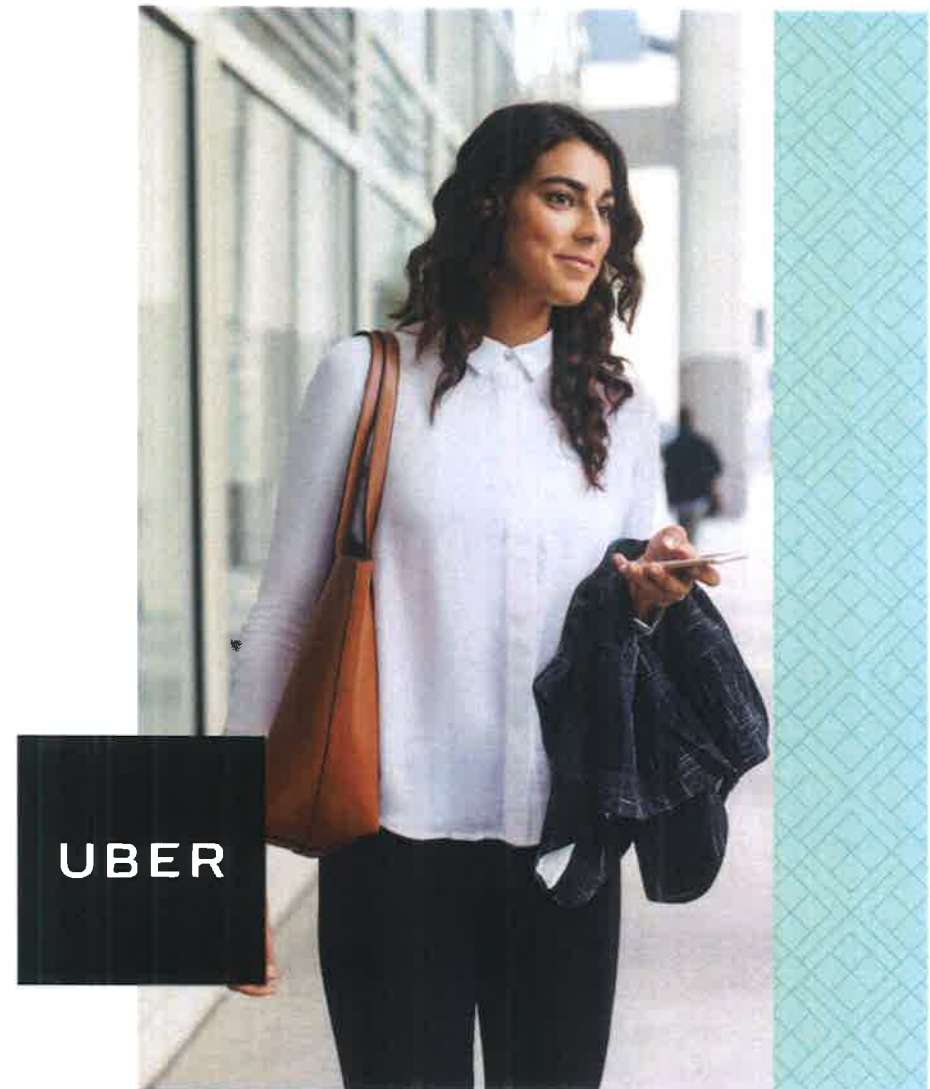


Operations Overview

SUMMARY OF UBER IN THE UK & IRELAND

November 2016



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Executive Summary

A technology company that is making transport safer, more reliable and affordable

The Uber logo, consisting of the word "UBER" in white, uppercase, sans-serif font, centered within a solid black square.

Moving millions of people every month

- Operating in the UK and Ireland for over 4 years including in London, Leeds, Manchester and Birmingham, Bristol and Merseyside, Portsmouth for over a year
- Present in 20+ major UK cities and towns
- Millions of safe, reliable and affordable trips completed every month

Fully licensed and fit for purpose

- Only operate fully licensed drivers and vehicles
- Now licensed in 60+ jurisdictions

Industry leading safety features before, during and after the trip

- Technology assisted document checks
- Rider has the name and photograph of partner-driver & registration of vehicle booked
- All trips are GPS tracked
- Riders can share trips details
- Easy to provide feedback
- And much more...

Summary of Uber in the UK

A ride at the push of a button



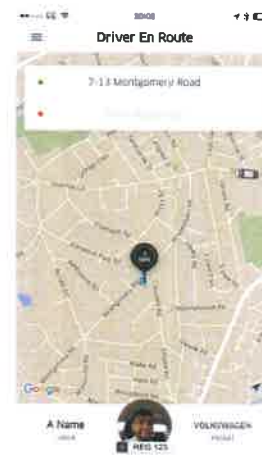
Request a ride

Bookings allocated to most appropriate vehicle



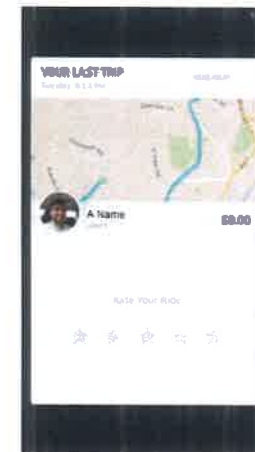
Price estimate

Enter a destination and get a fare estimate. Payment is made securely by debit or credit card through the App



Partner-driver details

Know exactly who is picking you up and the car they are in. Wait inside safely until your car arrives outside.



Provide feedback

Provide feedback after every trip. 24/7 customer support.

Summary of Uber in the UK

Licensed in over 60 jurisdictions across the UK

Uber operates in over 20 major UK cities and towns: We partner with thousands of licensed drivers to help move millions of riders around their cities in a safe, reliable and affordable way every month.

Licensed in over 60 jurisdictions: Uber Britannia and Uber London Ltd have been granted more than 60 Private Hire Operator licences in the UK.

State of the art booking records: Because we are one of the world's leading technology companies our custom built tools and booking records offer best in class features.



Summary of Uber in the UK

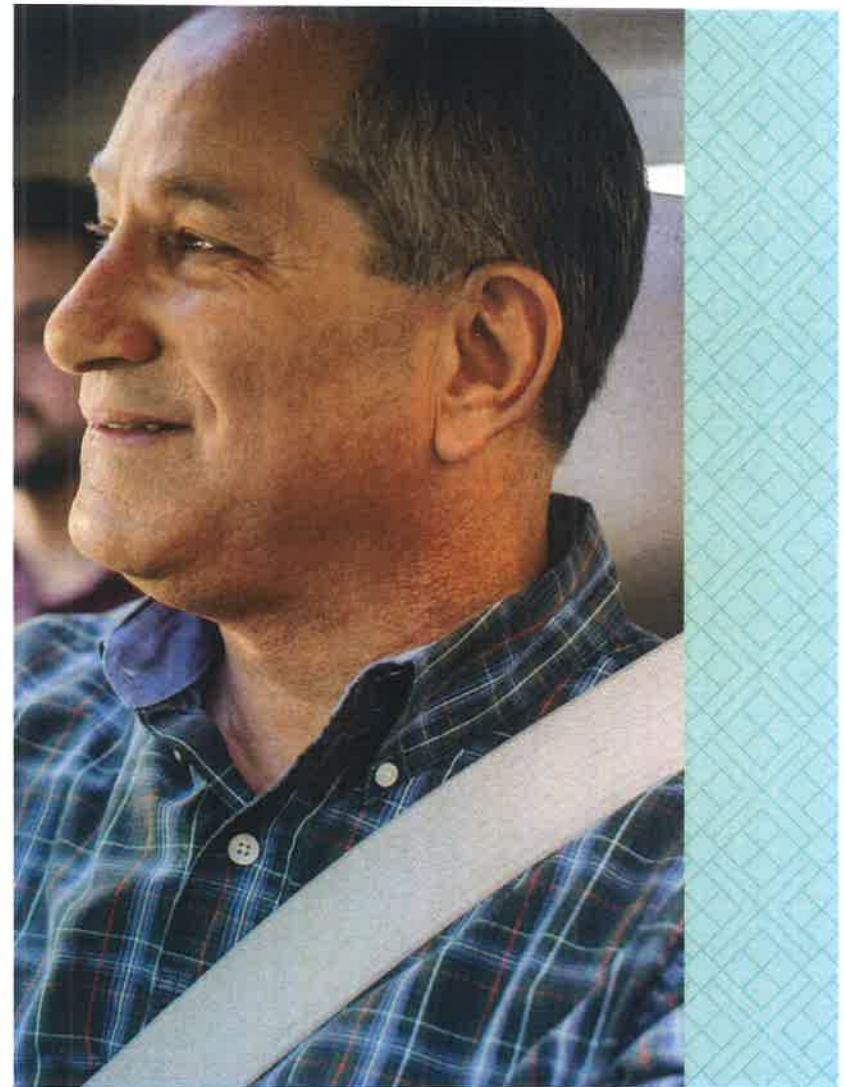
Improving accessibility for all

We are committed to continuing to build solutions that support everyone's ability to easily move around their communities

UberASSIST and UberWAV make it easier for riders with mobility issues or physical impairments to get around. With UberASSIST riders can select a top rated partner-driver who has received special training to come and pick them up. UberWAV provides Wheelchair Accessible Vehicles at the touch of a button in some of our larger markets

The Uber Partner App is designed specifically for deaf and hard-of-hearing partner-drivers

VoiceOver iOS compatibility, the Uber rider app provides convenient accessible transportation for people who are blind or visually impaired



Industry Leading Safety Features

Uber is redefining safety before, during and after the trip

BEFORE THE TRIP



All partner-drivers and vehicles on the Uber platform are **fully licensed** by local authorities



Technology-assisted checks that prevent a partner-driver going online without the right documents



The rider knows which **partner-driver** is picking them up



Anonymous calls and SMS between riders and partner-drivers

DURING THE TRIP



Riders can **easily share their ETA** with friends or loved ones



Uber tracks **all trips on GPS** to keep a record of the ride



There's **no cash** involved and so no 'runners' or arguments over the fare

AFTER THE TRIP



1 - 5 star feedback rating on EVERY trip with the opportunity leave comments too



Fast response to issues and a rigorous approach to dealing with complaints



In the event of an incident the system can **prevent certain riders and partner-drivers being matched** on future bookings

Industry Leading Safety Features

Uber collaborates closely with councils to make cities safer

Using our database to help Police identify criminals

- Manchester 2015

Being a private hire driver can sometimes be dangerous as other operators can hold large amounts of cash late at night. Criminals occasionally use this to call drivers to quiet locations in order to commit robbery offences.

Our local licensing team and police notified us about a spate of recent robberies of private hire drivers in Manchester and published a list of suspect phone numbers.

Although not directly affected at that time, we were able to use the data on our platform to identify offenders quickly and worked closely with the police to help them arrest the suspects.

Bringing Unlicensed Drivers to Justice

- South Gloucestershire 2015

Strong anecdotal evidence exists that generally, in the private hire and taxi industry some licensed drivers lend their car and badge to a friend to make money when they can't drive.

Historically, this has been very hard to enforce. It requires costly spot checks by local enforcement teams and luck. Uber is changing this.

When a rider noticed his partner-driver did not look like the photo shown in the App he reported it immediately. Within minutes the partner-driver was deactivated and the matter investigated with key facts gathered.

Working closely with the Council, Uber were able to help capture detailed statements of the illegal activity and assist the enforcement team undertake proceedings to strip the partner-driver of his license.

Document and Record Keeping

Peace of mind with industry leading document checks and validation



National standards

Uber conducts rigorous checks on a wide range of personal and vehicle documents in every jurisdiction we operate. Standards are high and nationally consistent. We have passed every documents inspection held e.g. London, Birmingham, Sheffield, etc.



Electronic records

Uber collects and stores electronically the required documents for every single partner-driver and vehicle that is operating on our platform. These documents are immediately accessible by local city teams at any time.



Automated validation

A partner-driver's access to the App will be automatically suspended if a driver's document expires, preventing that driver from completing any trips.

Document and Record Keeping

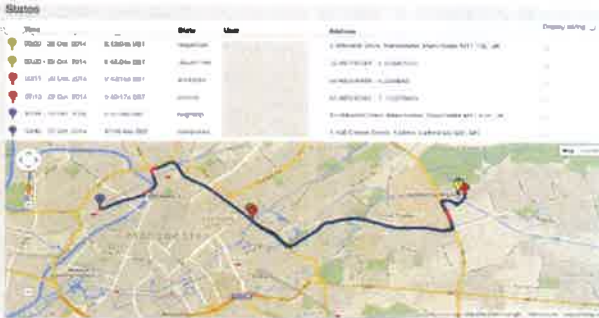
'State of the art' booking records

Booking records

Every booking request is logged in the Uber database, *even* if the trip is cancelled before the partner-driver starts the journey. Trip information is immediately available in the operating centre.


The trip log is customised to specific operating licence requirements and includes:

- Details of rider and partner-driver
- Fare estimate provided to the customer before the trip
- Start and end points and route info
- Fare charged
- Timings of the booking, arrival, trip commencing, trip ending



The screenshot shows the Uber driver app interface. At the top, there's a 'Status' section with a list of nearby requests. Below that is a map showing the driver's current location and the route to the next passenger. The route is highlighted in blue on a street map.

Example online trip details



The screenshot shows a detailed booking record table. The table has columns for 'Time Booking Received', 'Time Booking Accepted', 'Pickup Route', 'Rider Telephone', 'Driver Name', 'Driver Phone', 'Driver Address', and 'Destination Address'. The data is organized into several rows, with some rows highlighted in green. The table is divided into sections by blue lines.

Time Booking Received	Time Booking Accepted	Pickup Route	Rider Telephone	Driver Name	Driver Phone	Driver Address	Destination Address
1/1 12/18 0:18:00	1/1 12/18 0:32:00						
1/1 12/18 0:38:00	1/1 12/18 0:46:00						
1/1 12/18 1:36:00	1/1 12/18 1:48:00						
1/1 12/18 1:54:00	1/1 12/18 2:03:00						
1/1 12/18 2:12:00	1/1 12/18 2:21:00						

Example booking record that can be provided to the Council

Rider and Partner-Driver Benefits

Why riders love Uber

SIMPLE ORDERING

- All bookings requested through smartphone app
- Immediately see the vehicle that is allocated to you on acceptance of booking
- No need to phone an operator
- Can be a cashless experience; no requirement to stop at cash machines, always get home

CASHLESS

PRICE

- Better value for money than alternative options due to efficiency of the system
- Transparent pricing (available on our website and in the app)
- Receipt emailed to you at the end of the ride with trip details and map

FARE SPLIT

- Riders can split the fare of their trip with friends simply by pushing a button in the app - great for the cost conscious!

QUALITY

- High quality partner-drivers and vehicles due to real-time feedback in app, stringent requirements and face-to-face information sessions delivered by local team

Rider and Partner-Driver Benefits

Why drivers love to partner with Uber

RELIABLE PAYMENTS

- Partner-Drivers receive payments in full every week directly into their bank accounts
- Uber provides full invoices and statements so partner-drivers can easily manage their business

NO FIXED RADIO FEE

- Uber takes a 25% fee on fares after trips have been completed
- No radio rental – partner-drivers make money from the first trip

FLEXIBLE HOURS

- Partner-drivers are independent contractors, set their own hours and go online when they choose
- Easier for partner-drivers to juggle work and family commitments

FAIR DISPATCH

- Fair dispatch based on ETA and similar criteria
- If they are not available, the request is passed to the next available partner-driver automatically

SAFETY

- No cash reduces arguments about fares and the risk of holding large amounts of cash late at night

MORE EFFICIENT

- GPS tracked trips and rider details increases safety on the road
- Partner-drivers spend less time between trips & therefore can do more trips per hour meaning they receive more money in a shorter period of time

Our Operating Centres

We have an operating centre in every jurisdiction we operate

Direct access to our computerised booking records: Our computerised booking records are accessible through equipment in our operating centres.

One operating centre in every jurisdiction in which we operate: We have an office in every jurisdiction where we operate thereby enabling a local presence.

Staffed depending on size of operation: Based on the size and the specific needs of the city, however the local team can always be contacted on the 24/7 emergency line.

No public access for riders: We manage almost all rider support through our computerised systems so there is no need for 24/7 access or public waiting rooms. Partner-drivers have the opportunity to come and discuss important matters or attend new partner-driving training with the local team at set times.

Office spaces with routine business administration activities undertaken: Our operating centres are classed as office spaces based on the nature of our activities (e.g. emails, meetings, internal reporting, system configuration).



| *Managing Operations in Bristol*



| *Helping partner-drivers in London*



| *New partner-driver training in Manchester*

Dynamic Pricing

Dynamic pricing is essential to deliver safe and reliable transport

What is dynamic pricing?

Dynamic or 'surge' pricing helps maximise the number of Uber cars on the platform at times and locations of high demand. When demand is really high, fares temporarily increase to attract more cars to where they are needed most. This is unlike Hackney pricing, where price rises at busy times (e.g. nights, bank holidays) are arbitrary.

Why have dynamic pricing?

It maximises the chance that there will be a car available when you need one. This means no waiting on the street for your car to turn up. Also there is greater transparency and control on what riders pay as they have the option to accept surge fares or chose to be notified when fares drop.

There are many other examples of dynamic pricing

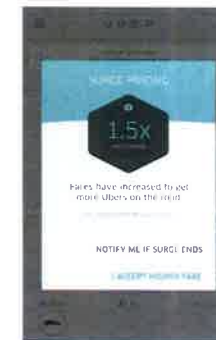
Many other industries raise prices at peak times to manage supply and demand E.g. airlines and railway companies

Dynamic pricing is transparent and optional

Partner-drivers can see in real-time areas of high demand



Riders are informed of higher fares and can chose to wait if they wish



Customer Support and Incident Response

World class customer support available 24/7



Through the App: After every trip a rider is asked to rate the partner-driver between 1 and 5 stars. Riders can leave feedback directly via the app. All feedback is automatically sent to our support team who can escalate as necessary with accurate routing so the customer service agent with the right skills receives the right support requests



Help.uber.com: Riders are able to visit help.uber.com for an extensive list of FAQs



Response times: Support agents are available seven days a week to ensure timely response within a few hours



Serious incidents: Serious, high-level complaints are immediately assigned to a specialised team and Senior Management so that they can be dealt with more swiftly

Customer Support and Incident Response

Our Incident Response Team (IRT) is fast, responsive and professional

What is the IRT?

The Incident Response Team (IRT) was established to help resolve safety incidents through timely and thoughtful handling to create a safer platform for riders, partners and the public as a whole.

Provides 24/7 cover. Highly trained in identifying, investigating and resolving incidents and accidents. Escalating to senior management as needed

The IRT are able to call the rider, partner-driver and any third parties immediately to gather more information

With access to full trip and feedback records of both the rider and partner-driver, our IRT are better able to spot patterns and understand the true nature and severity of the incident

The IRT cover accidents and critical incidents

Accidents:

- A vehicle collision
- Collision with a pedestrian / cyclist
- Damage to property done by an Uber partner
- Damage done to a partner's vehicle by rider or 3rd party
- An injury to a rider, driver or 3rd party

Critical Incidents

- Inappropriate Behavior e.g. crime
- Altercations e.g. physical / verbal confrontations
- Sexual misconduct e.g. harassment or assault
- Discrimination e.g. unfair treatment based on certain characteristics (i.e. ethnicity, disability)

Working with Uber

How Councils and Uber work together

We aim to create a long term partnership between the Licensing Department and the local Uber team:

Each major city where Uber operates has its own local office with a General Manager and Operations team that work together with the licensing team to ensure policy compliance and public safety

An emergency hotline available 24/7:

There is a dedicated hotline available for the licensing team 24/7. This line connects them directly to Uber's General / Operating Managers 'on call' who can respond and assist the licensing department or the police with their enquiries

Aligned priorities:

Uber and the licensing teams share the same dedication to public safety and regulatory compliance

Data driven insights and support:

Uber has unparalleled access to data from across the UK. Our local teams are happy to assist licensing teams to develop operator, driver and vehicle conditions that benefits the riders, partner-drivers and regulators using this fact base. We also welcome feedback and recommendations from local city councils on how we can improve our operations and better serve the cities we operate in.

Ignition Programme

Creating new economic opportunities by helping individuals obtain a private hire license

We're convinced that there are significant potential economic benefits that the private hire industry can bring to the cities we operate in.

IGNITION is how Uber helps individuals obtain a private hire driver license: provide information, administrative support and also providing a financial reward for those successfully obtaining their license.

Driving with Uber is not only an option for those filling the gap between jobs, but the flexibility to work when people want which can be tremendously valuable for students, those fitting their career around childcare or even those approaching the end of their working life.

What's interesting is that rather than simply displacing taxis, apps like Uber appear to be growing the overall transportation sector. It's not a zero-sum game.

“

*As a professional make-up artist, it's important for me to be able to pick my own hours and drive around the schedule of my client appointments. Driving on the Uber app allows me to do exactly just that. I love the **complete freedom** I have with choosing when I drive and where I drive.*



Atiye

Make Up Artist &
UK Uber Partner since 2014

Thank you

Fred Jones

General Manager at Uber
+44 (0) 7930342908
fred.jones@uber.com

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The Uber logo, consisting of the word "UBER" in white, uppercase, sans-serif font, centered within a black rectangular background.

UBER

