Thank you, operator.

Thank you for joining us today, and welcome to Uber Technologies' fourth quarter 2021 earnings presentation. On the call today, we have Uber's CEO Dara Khosrowshahi and CFO Nelson Chai.

During today's call, we will present both GAAP and non-GAAP financial measures. Additional disclosures regarding these non-GAAP measures, including a reconciliation of GAAP to non-GAAP measures, are included in the press release, supplemental slides and our filings with the SEC, each of which is posted to investor.uber.com. As a reminder, these numbers are unaudited and may be subject to change.

Certain statements in this presentation and on this call are forward-looking statements. Such statements can be identified by terms such as believe, expect, intend and may. You should not place undue reliance on forward-looking statements. Actual results may differ materially from these forward-looking statements, and we do not undertake any obligation to update any forward-looking statements we make today, except as required by law.

For more information about factors that may cause actual results to differ materially from forward-looking statements, please refer to the press release we issued today as well as risks and uncertainties described in our most recent quarterly report on Form 10-Q for the quarter ended September 30, 2021 and in other filings made with the SEC, when available.

Following prepared remarks today, we will publish the prepared remarks on our investor relations website, and we will open the call to questions. For the remainder of this discussion, all fourth quarter growth rates reflect year-over-year growth, and are on a constant currency basis, unless otherwise noted. For January trends, we will be providing comparisons with January 2020 in addition to year-over-year trends. Lastly, we ask you to review our earnings press release for a detailed Q4 financial review, and our Q4 supplemental slides deck for additional disclosures that provide context on recent business performance.

With that, let me hand it over to Dara.

Dara

Thanks, Balaji.

We had a very strong quarter to close out 2021 on a high note.

Our results continue to demonstrate both how eager people are to move around their cities as restrictions ease up—and how Delivery has become an important part of their daily lives.

Gross Bookings of $25.9 billion came in at the high end of our guidance range, with MAPCs of 118mm reaching an all-time high. Continued strong execution by our team delivered $86 million of Adjusted EBITDA, nicely above our guidance range.

In Q4, we continued to see strong recovery in our Mobility business. December Gross Bookings nearly recovered to 2019 levels and approached a $50 billion annual run-rate in the first few weeks of the month.

Meanwhile, Delivery volumes stayed strong as we continued to improve the profitability profile of that business. Delivery reported its first quarterly Adjusted EBITDA profit, including for the first time in the US, even as Uber Eats became the fastest-growing delivery player in America.

Uber Freight closed a transformative acquisition with Transplace during the quarter. It's never been clearer that our supply chains are in dire need of technological innovation, and along with Transplace, Uber Freight, now at a $1bn quarterly run rate, is well positioned to bring digital native change to the enormous logistics ecosystem.

Looking back at 2021, we had a great year. I can't say it went exactly as I predicted, but our teams have shown an incredible ability to remain agile and manage through change effectively. Despite COVID and all its unpredictably, we have now reported our second Adjusted EBITDA profitable quarter, and we expect to generate significant and improving profitability in 2022.

Of course, COVID remains a part of our lives. We started to see some impacts of the Omicron wave in late December. The silver lining is that the impacts are becoming more muted as we learn to live with the virus, lockdowns are less strict, and vaccines are available across the world.

Omicron also arrived at a time of year when we usually see seasonal declines. So while Mobility Gross Bookings decreased 21% from December to January, that's only about 10 points worse than what we typically see at this time of year. On a trips basis, the decline was even more muted, down just 15% month-on-month, with pricing coming down meaningfully as marketplace balance improved.

It appears that the Omicron impact on our Mobility business has come and gone relatively quickly, even faster than global case counts. We are also beginning to see several major economies in Europe relaxing Covid restrictions, including the UK, the Netherlands, Denmark, and Norway—with more countries expected to take similar action soon. In the last two weeks, the Mobility recovery has rapidly resumed, with both trips and Gross Bookings recovering and Mobility Gross Bookings last week up 25% month-on-month.

I'll quickly touch on driver supply, which continues to improve. We've made steady progress through product innovation, more targeted marketing, and on-the-ground operational refinements to onboard more drivers and couriers, faster. Nearly 325,000 people started to work on Uber in the quarter, bringing our global active earner base to 4.4M people, the largest it's been since the second quarter of 2020.

One important callout is that while the Omicron wave acted as a temporary deterrent to demand, supply has been much more stable. As a result, surge and wait times have improved to their lowest levels in a year.

Recent internal research has shown that Uber is by far the preferred choice among drivers, and we're confident that our marketplace will be more, not less, balanced going forward.

Turning now to Delivery, which exceeded our expectations and performed better than we typically see in January, likely in part due to Omicron. This relative overperformance has moderated just as Mobility trends have improved. Overall trends continue to be very healthy and there is no question now that Delivery is here to stay, both in food and other verticals.

Delivery reached an important milestone in Q4, generating $25 million in Segment Adjusted EBITDA and marking the first profitable quarter of many to come. As I said on our last call with you, we view the turn to EBITDA profitability as a big moment—but ultimately just a step along the way to creating a self-sustaining and incredibly valuable business.

With this milestone accomplished, Delivery is well positioned to self-fund growth in grocery, retail and local commerce—and, let me underscore, we expect significant EBITDA profit generation even after those investments.

Finally, it's worth spending a few minutes on a couple of our growth initiatives across the company.

Our Advertising business ended the year with around $225 million in run-rate revenue, well above the $100 million target we laid out earlier this year. While much of our attention has been focused on sponsored listings for Uber Eats, we have a roadmap to build a much broader business, including in Mobility. We also closed the acquisition of Drizly during the quarter, which will be a nice addition to our Advertising efforts.

Our New Verticals business, which includes Grocery, Alcohol, Convenience and other non-restaurant efforts, grew nearly 10% QoQ in Q4 on an organic basis, reaching a best month ever in December. We continued to make progress in improving non-restaurant merchant selection in the US, and as a result the US grew 3X the rate of our global New Verticals business during the quarter.

Internationally, we continue to have a strong lead in grocery and other verticals. We're working to build on that lead with new 'quick commerce' offerings. We are intentionally taking a partner-led approach here, with encouraging signs of adoption. For example, in France, Carrefour Sprint stores represented nearly 20% of New Verticals orders in Paris, and with significantly higher per-store productivity than other New Verticals merchants in the market.

Uber for Business also reached a milestone during the quarter, with managed U4B Gross Bookings surpassing its previous high from 2019, with well over $1 billion in annual run-rate

GBs. Over the next few years, U4B's enterprise offering—which, importantly, spans both mobility and delivery—will significantly outpace our consumer business and become a meaningful contributor to growth and profitability.

Before I hand it over to Nelson, a plug for everyone to tune into our Investor Day tomorrow morning, which you can livestream on our investor website. Over the past few quarters, we have talked a lot about the power of our platform and the potential for Uber's complementary services to contribute to lower cost of acquisition and higher lifetime value. We're looking forward to discussing our strategy, our plans for each of our businesses, and the growing advantage of our platform in a lot more detail tomorrow.

Uber is emerging from the pandemic stronger than ever. As long as we execute on the opportunities in front of us, we are exceptionally well-positioned to deliver strong, profitable growth with a significant expansion in profitability and cash flow generation over the coming quarters and years.

Now, over to Nelson.

Nelson

Thanks, Dara.

Q4 was a strong quarter on all dimensions, with solid Gross Bookings, Adjusted EBITDA and margin performance for all our businesses.

Mobility Gross Bookings grew 67% and the segment generated a healthy Adjusted EBITDA margin of 5.1% of GBs, up 80bps year-over-year even as take rate declined 160bps year-over-year primarily due to our driver supply investments. Excluding those investments, Mobility incremental margins would have approached 10% on a year-over-year basis. With marketplace balance in a much better spot than any point in 2021, we are confident that Mobility's incremental margins will improve meaningfully in 2022.

Delivery Gross Bookings grew 33% and reached its first Adjusted EBITDA profitable quarter, with a $25M profit in Q4, as core food delivery profitability expanded to more than cover our investments into grocery and other new initiatives. Importantly, we recorded our first Adjusted EBITDA profit for Delivery in the US & Canada, expanding margins 180bps of Gross Bookings year-over-year, while gaining category share in the US.

Freight closed the previously announced acquisition of Transplace during Q4, significantly expanding Freight's scale, and the scope of our offering by combining Freight's digital freight brokerage technology with Transplace's Managed Transportation platform. Both Freight and Transplace are entering 2022 with strong momentum, with healthy onboarding of new logos, and we are excited to demonstrate the potential of the combined asset.

Looking ahead to full-year 2022, we continue to expect to deliver incremental EBITDA margins, as a percentage of Gross Bookings, of around 10% for Mobility and over 5% for

Delivery. In addition, we expect Freight to generate positive Adjusted EBITDA in 2022. While we will continue to invest in platform R&D to ensure our products continue to be the best out there, we expect to deliver healthy leverage on that line as well. Taken together, those commitments translate to a meaningful profitability expansion for Uber in 2022.

Turning to our balance sheet and liquidity position. We continue to maintain a strong liquidity position, ending the quarter with $4.3 billion in cash and cash equivalents, and our equity stakes were marked at $12.5 billion.

We benefited from the change in value of Grab and Aurora as these companies reached liquidity milestones, as well as gains from selling some of our interests in Yandex. These benefits were partially offset by the significant movement in Didi's stock from September 30 to December 31, as we marked down the value of our Didi stake by $1.3 billion. The net effect of these moves was a $1.4 billion tailwind to our GAAP net income.

As I have previously noted, our GAAP net income may continue to see swings from quarter to quarter from the large equity stakes on our balance sheet. While we intend to monetize some of our financial stakes at an appropriate time, we have sufficient liquidity to give us the flexibility to maintain all of these positions, with the aim of maximizing value for Uber and our shareholders.

I'll conclude my remarks with an update on recent business trends and Q1 outlook.

It is important to note that typical seasonality during Q1 is for Mobility and Delivery trips and Gross Bookings to be flat quarter-over-quarter. Given the Omicron-related demand impacts, we expect Mobility Gross Bookings to decline quarter-over-quarter, while Delivery is likely to be flat to up modestly. In aggregate, we estimate these demand impacts to be a $1 to $1.2 billion drag to Q1 Gross Bookings. Additionally, Q1 will represent the first full quarter of Transplace contributions, which is expected to add another $600 million to Freight Gross Bookings and Revenues relative to Q4.

Despite the meaningful Gross Bookings impacts, we are confident that the breadth of our business will allow us to expand profitability.

With that context, for Q1:

- We expect total company Gross Bookings to be between $25 and $26 billion, representing year-over-year growth of 28% to 33%
- We expect a total company Adjusted EBITDA profit of $100 to $130 million.

And with that, let's open it up for questions.