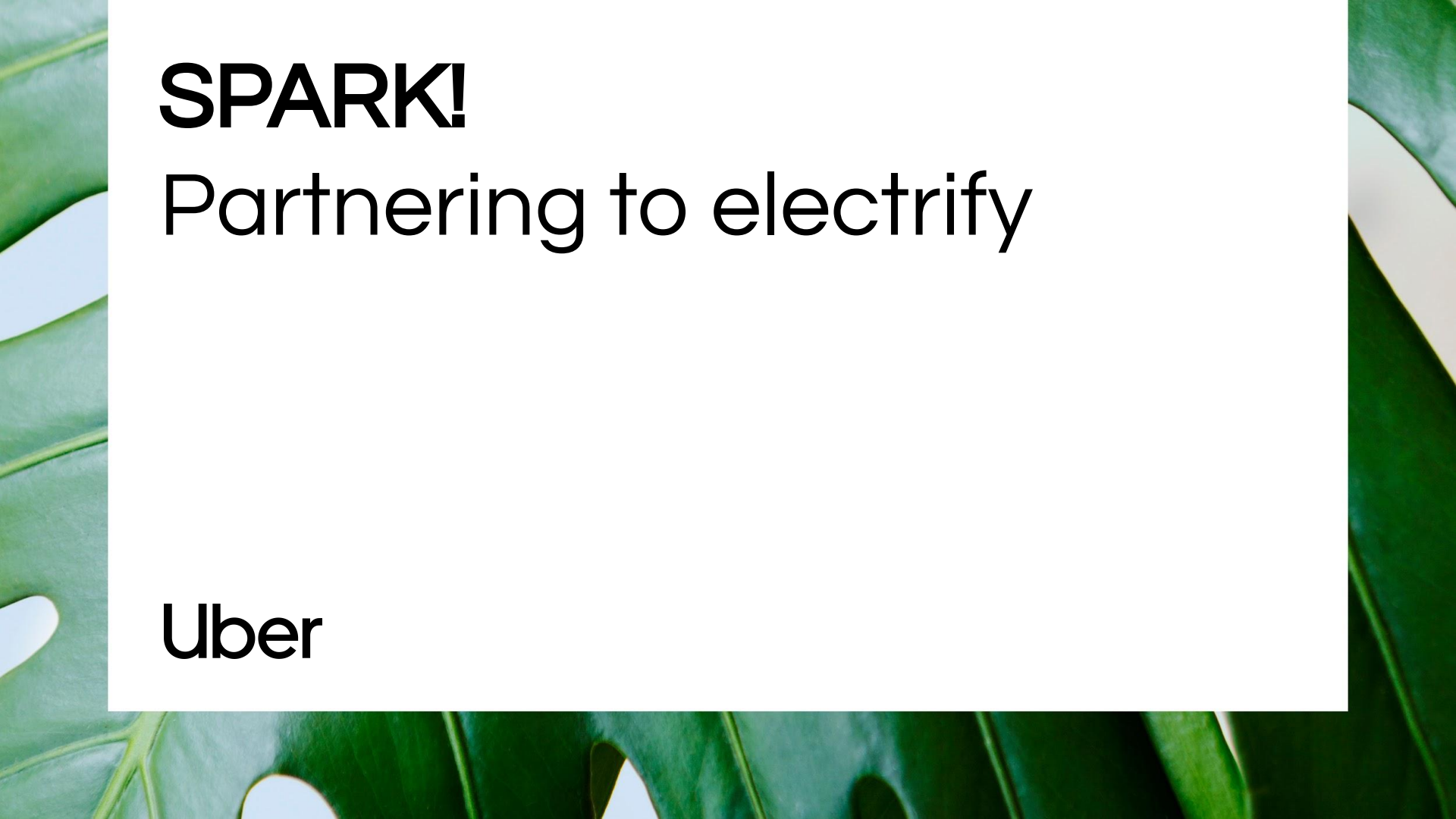

SPARK!

Partnering to electrify

Uber

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https://www.uber.com/about/reports/spark-partnering-to-electrify-europe/

Driving a Green Recovery

Our commitments

2025

$800M to help hundreds of drivers access EVs

100% EV in London & Amsterdam

50% EV across 7 major cities in Europe

2030

100% EV rides in US, Canada, and Europe

2040

...globally

Switch to **50% electric** by 2025 in Amsterdam, Berlin, Brussels, Lisbon, London, Madrid and Paris

Partner to be **100% electric** within 5y once drivers are no worse off in a BEV

Advocate on charging, vehicles and incentives

Report publicly on CO_2 emissions

Keep expanding sustainable options:

- 'Uber Green' from 37 to 60 cities by 2021
- Expand micromobility (current 20 cities)
- Public transport in 25 cities by 2025

Zero emissions in London by 2025

1,800 active EVs

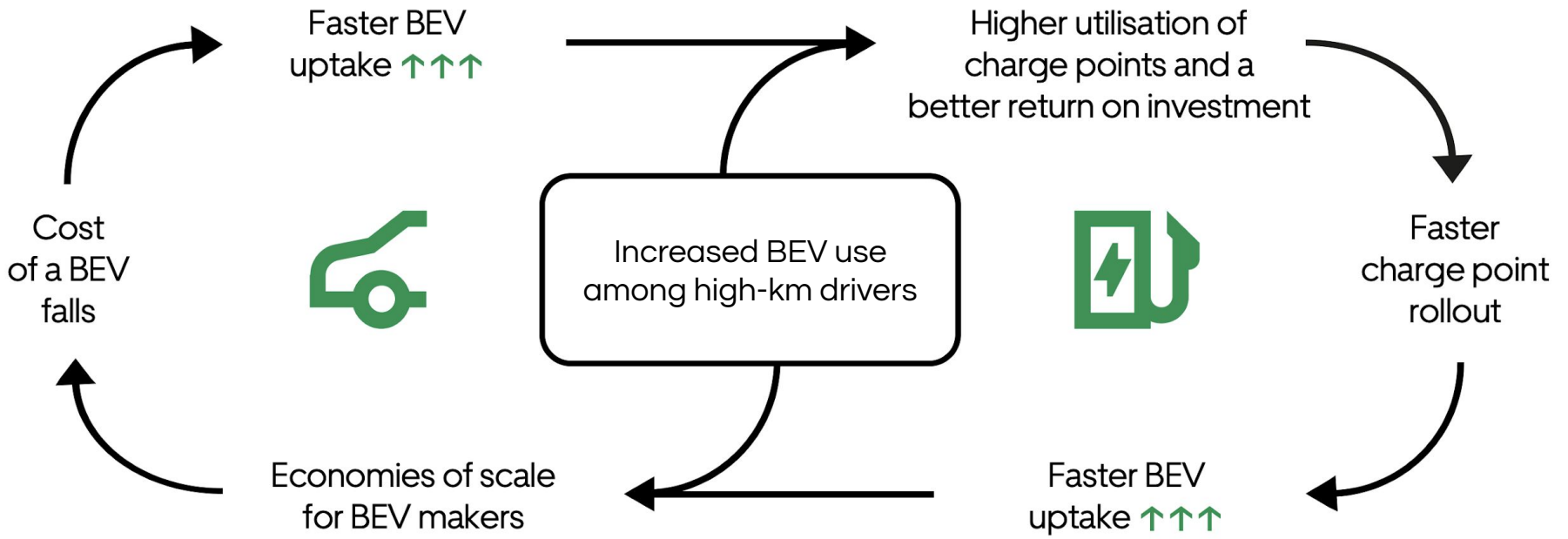
> £135m raised so far in Clean Air Plan

£5m for charging by end 2023

Partnerships with bp, Nissan, Optimise Prime

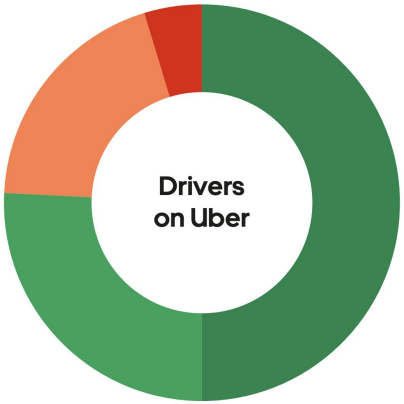
EV only product in central London

High-km drivers can kick-start EV uptake across society

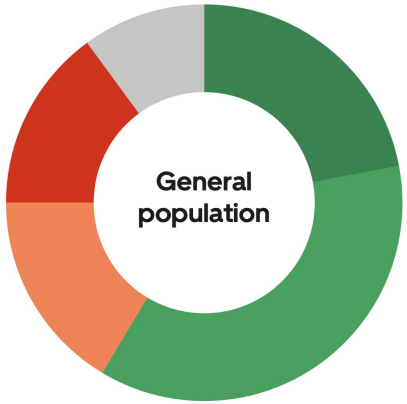


Everything starts from drivers

How interested are you in moving to an electric vehicle?



How likely, if at all would you be to ever consider purchasing an EV, if it was available at a price you would consider reasonable?



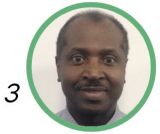
Very · Fairly · Not very · Not at all · Don't know / already have

Charlie
Nissan LEAF

Kamel
Nissan LEAF

Razma
Tesla Model 3

Vince
Tesla Model 3



Imtiaz
Nissan LEAF

Todor
Nissan LEAF

Olu
Tesla Model 3

Ventsislav
Kia E-Niro

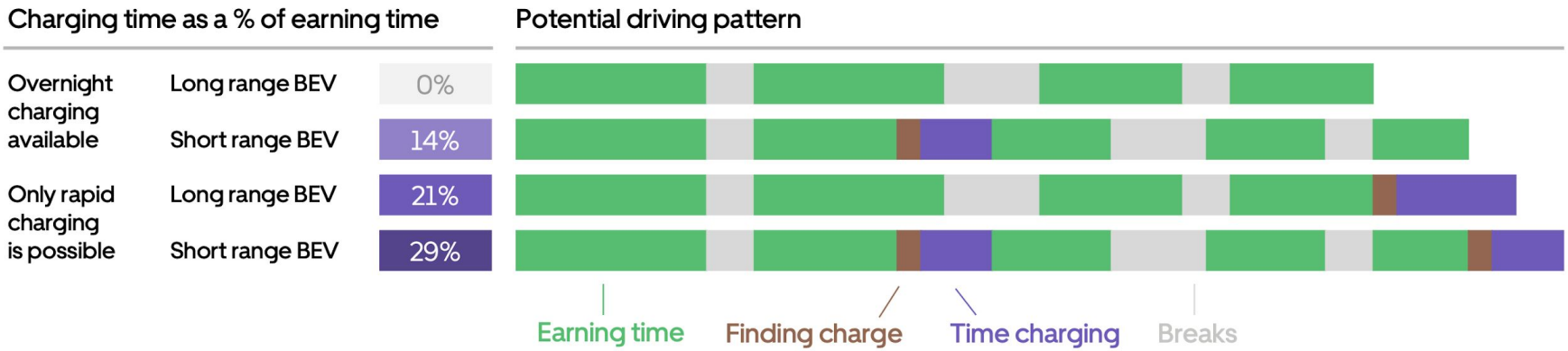
Three barriers drivers face

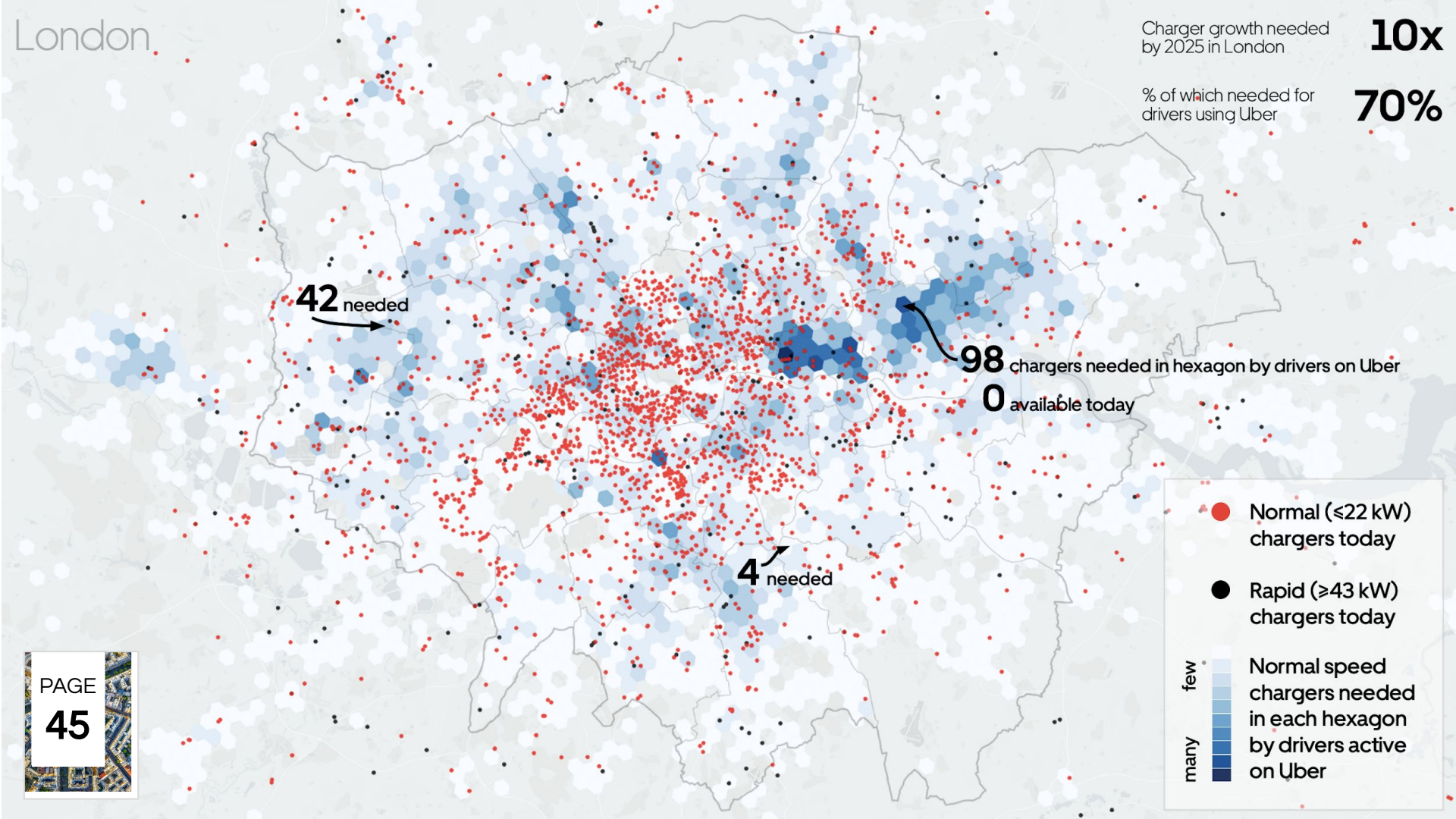
The lack of appropriate charging

The lack of affordable / second-hand BEV

Insufficient financial incentives to close the interim cost gap

Vital to minimise ‘opportunity cost’ of charging time




London
Charger growth needed by 2025 in London
10x
% of which needed for drivers using Uber
70%
42 needed
98 chargers needed in hexagon by drivers on Uber
0 available today
4 needed
Normal (≤22 kW) chargers today
Rapid (≥43 kW) chargers today
few
many
Normal speed chargers needed in each hexagon by drivers active on Uber

Highlights from Netherlands

Demand led chargers via ‘right to plug’

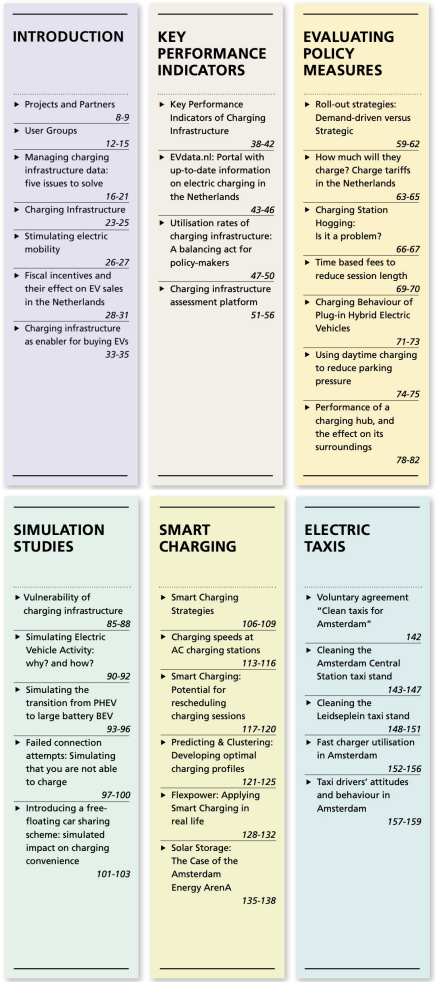
Centralising provision at city level

Harnessing utilisation data

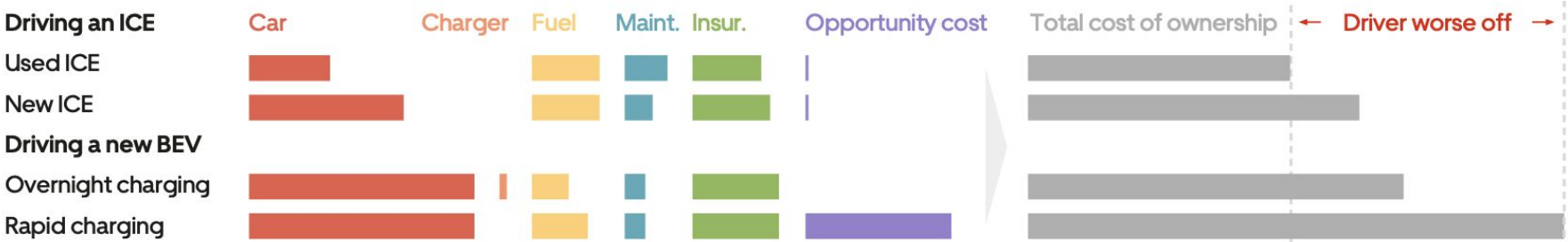
On street overnight charging can be economical

Providing right type in right area

Ensuring interoperability



Total cost of ownership (TCO) is still a challenge



Assumptions (excludes all subsidies)

Car	ICE: Toyota Prius , €27.5k new, €14.4k used BEV: Nissan LEAF with 62 kWh battery, €40.2k 8% APR finance, 25% resale value after 4 years
Charger	Home charger installation: €1.1k
Fuel	ICE: 4.5 ltr/100 km, €1.25/ltr BEV: 17.0 kWh/100 km, 18c/kWh (home), 28c (rapid)
Maintenance	New ICE: 2.37c/km, used: 3.55c, BEV: 1.69c
Insurance	New ICE: €3,451 / yr, 25% elasticity on car cost
Oppt. cost	Loss of 21% of earning time, less variable costs

Do common policies close the gap?

Principles we believe are universal

Think in terms of BEV kilometres vs ownership

Prioritise change in cities

Tilt the playing field from ICEs to BEVs (bans should cement, not initiate change)

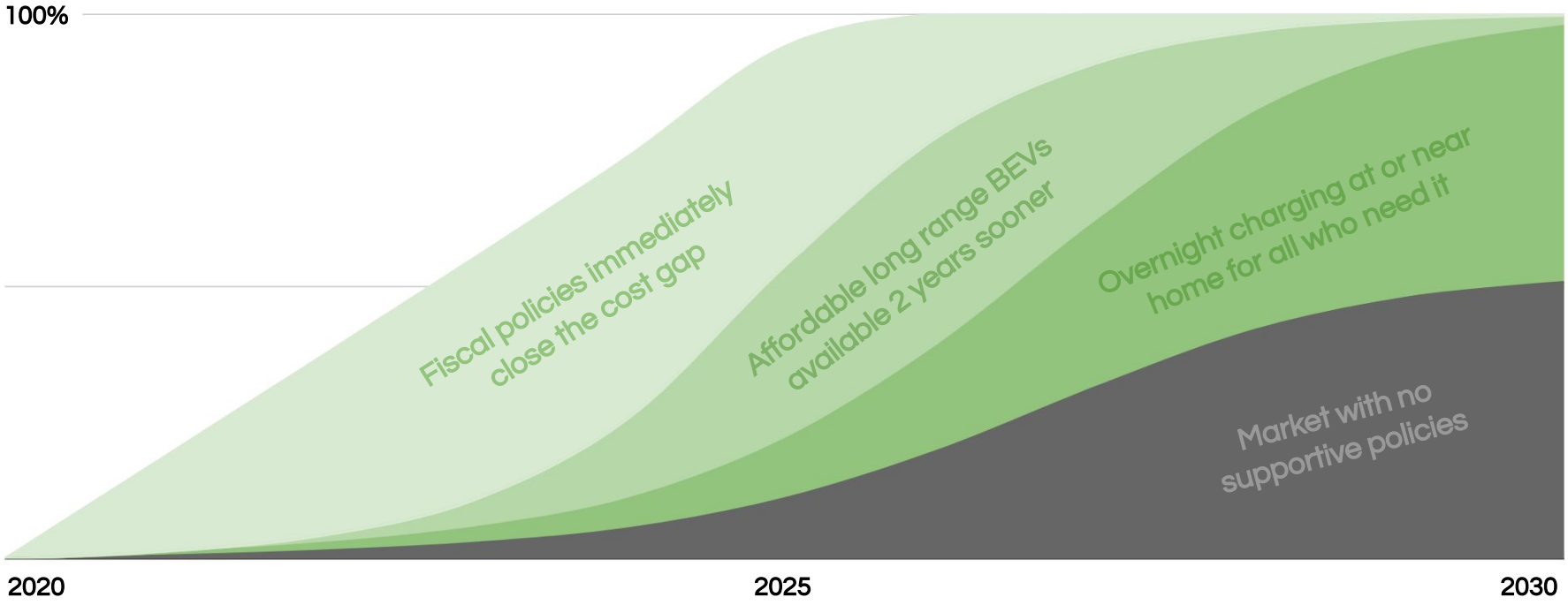
Fair & equal treatment for drivers

Policies needed across the spectrum (vehicle production, charging & incentives)

Potential policy areas to explore

Goal	Potential ideas
1. Ensure all high-mileage drivers can reliably charge overnight where they park	• Centralised charge network planning & analytics • ‘Right to charge’ for drivers without off street parking • Minimum 7kw to ensure full charging overnight
2. Stimulate affordable / 2nd hand EV market more suited to professional drivers	• Making cheaper long range EVs really affordable • Tilting EV sales to high mile drivers • Developing 2nd hand market
3. Tilt economics of everyday use for high-mileage drivers in particular	• Taxes / subsidies that naturally scale on use • Addressing upfront cost barriers for high mile drivers • Emissions-based road charging in cities

With right economic & policy conditions change would ~5 years



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