



Pay-as-you-go Mobility and Delivery land everyday trips; Uber One (\$9.99/mo or \$96/yr US) deepens frequency with delivery-fee and ride credits; Uber for Business and Freight monetize workplaces and shippers; Uber takes a service fee on \$58.0B Q2 Gross Bookings while investing in AV and cross-platform Super App density.

KEY PARTNERS

- **Drivers & couriers** — 10.2M earned >\$25B in Q2 (FACT remarks).
- Restaurants, grocery, and retail merchants on Delivery.
- AV software + OEM partners for autonomous supply (company narrative).
- Insurers / payment processors clearing Mobility & Delivery.
- Cities & regulators (licensing, worker classification).
- Freight shippers and carriers (B2B logistics).

KEY ACTIVITIES

- Marketplace matching, pricing, and ETA reliability.
- Grow MAPCs (208M) and trips/MAPC (FACT IR).
- Operate Uber One membership and Delivery categories.
- Run Mobility, Delivery, and Freight segment P&Ls.
- Safety, insurance reserves, and regulatory compliance.
- Invest in AV cities and cross-platform local commerce (remarks).

KEY RESOURCES

- 208M MAPCs; 3.867B Q2 trips (FACT IR).
- **Driver/courier liquidity (10.2M earners in Q2** — FACT remarks).
- Merchant catalog for restaurants + grocery/retail.
- App, maps, payments, and risk/pricing models.
- Insurance reserves (short- + long-term on balance sheet).
- **Cash generation** — Q2 FCF \$2.8B; TTM FCF >\$10B (FACT).

VALUE PROPOSITIONS

- On-demand Mobility rides with competitive ETAs.
- Uber Eats + grocery/retail Delivery to the door.
- **Uber One** — \$9.99/mo or \$96/yr US membership perks (FACT).
- Cross-platform convenience (ride + eat in one app).
- Uber for Business / Freight for workplace & shippers.
- AV optionality as autonomous supply scales (remarks).

CUSTOMER RELATIONSHIPS

- Self-serve rider/eater accounts and in-app support.
- Two-way ratings / safety tooling (product FACT).
- Uber One membership auto-renew relationship (FACT).
- Driver/courier earning apps and incentives.
- Merchant storefront tools on Delivery.
- Enterprise admin for Uber for Business / Freight.

CHANNELS

- **Primary** — Uber / Uber Eats mobile apps + web.
- App stores and brand/performance marketing (S&M).
- uber.com Uber One signup surfaces (FACT).
- Driver and courier acquisition apps/campaigns.
- Merchant onboarding for restaurants & retail.
- Uber for Business and Freight B2B portals.

CUSTOMER SEGMENTS

- **Riders / eaters** — 208M MAPCs (FACT IR).
- **Uber One members (\$9.99/\$96 US** — FACT; no count invented).
- **Drivers & couriers (10.2M earners Q2** — FACT remarks).
- Restaurants and grocery/retail merchants.
- Enterprises via Uber for Business.
- Shippers / carriers on Freight.

COST STRUCTURE

- Cost of revenue ex-D&A \$7.815B Q2'26 (FACT statements).
- Ops & support \$805M; S&M \$1.515B (FACT).
- R&D \$1.043B; G&A \$935M; D&A \$188M (FACT).
- GAAP income from ops \$1.890B (+30%) (FACT).
- Insurance reserves material on balance sheet (FACT).
- No invented Driver incentive tables or city P&Ls.

REVENUE STREAMS

- Q2 revenue \$14.191B on \$58.022B Gross Bookings (FACT).
- Mobility revenue \$7.363B; Delivery \$5.245B; Freight \$1.583B (FACT).
- Uber One US \$9.99/mo or \$96/yr (FACT Help).
- Non-GAAP Op Income \$2.143B; Adj. EBITDA \$2.819B (FACT).
- Q2 FCF \$2.792B; TTM FCF >\$10B (FACT).
- Q3'26 GB outlook \$58.25–\$60.25B (FACT guidance).