

U B E R

January 11, 2016,

Attn: Port of Seattle Commissioners - Tom Albro, Stephanie Bowman, Fred Felleman, John Creighton, Courtney Gregoire

Please accept this letter as a supplement describing the Uber Pacific Northwest products & technologies available that support the Port's Century Plan through allowing TNC pick-ups at Sea-Tac airport.

The main outstanding issue, as communicated by Airport Staff, is a commitment to the Port's Century Agenda to decrease emissions produced at the Port of Seattle. Airport Staff have indicated that TNCs must commit to a 100% green fleet in order to move forward in contract negotiations that enable TNC pick-ups at Sea-Tac. We believe we can meet emissions goals that are equivalent to a green fleet, but that reflect the TNC business model and do not pit one set of Uber partners who use the Uber app to support themselves and their families against another. Moreover, finding an equivalent model will lead to large reductions in deadheading and will enable the Port to achieve highest possible emission and deadheading reductions in line with its Century Agenda.

Uber requests that the Port allow Airport Staff to negotiate and accept alternatives to a green fleet requirement and allow Uber to be a partner in achieving the Port's overarching goals in emission and deadhead reductions. We believe that such alternatives can achieve equivalent emissions standards to a full commercial green fleet. For example, here is just one illustrative example:

1. Deadheading

Allowing TNC pick-ups in 2016 will result in an estimated decrease of over 500,000 empty trips home from the Airport--or over 3 Million pounds of CO2 emissions--from vehicles on the Uber platform alone.

2. Green Fleet Equivalency

Uber shares the Port's goal of conserving the Puget Sound through emission reduction. Because Uber does not have or control a fleet and because drivers are utilizing their personal vehicles, however, a fleet requirement is not appropriate. Fortunately, we believe there are alternative mechanisms to reach the equivalent CO2 reductions in line with the Century Goals.

With a combination of hybrid and electric vehicles in addition to the use of new products like UberPOOL and UberHOP, we can reach the CO2 reduction equivalent of a 100% green fleet and see substantial gains from deadheading reduction.

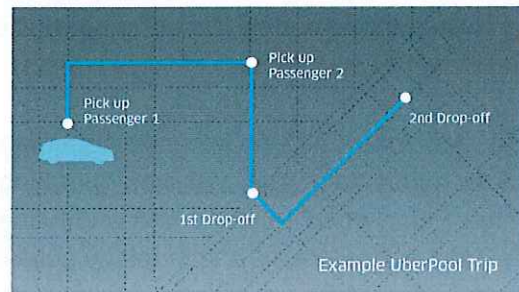
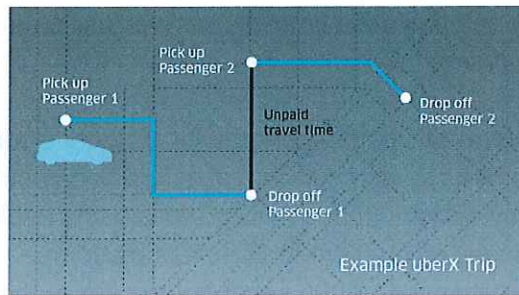
Vehicle Option	Emissions Produced (Lbs CO2)
Non-Green Vehicles - 30 MPG	5.5 Million
100% Green - 45 MPG	3.7 Million
Gap	1.8 Million

Vehicle Option	Emission Savings (Lbs CO2)
Hybrid + Electric Vehicles on uberX	1.3 Million
uberPOOL & uberHOP options	0.6 Million
Deadheading	3 Million
Total Savings	4.9 Million

Estimates are based on current Uber platform trips to Seatac, growth projections over 2016 for the Seattle area based off of historical growth patterns, SeaTac pickup/drop off ratio for BlackCar, SFO pickup/drop off ratio for uberX/pool, SFO Pool vs uberX pickups & projected uberHOP growth in the Seattle area.

Please find a more detailed summary of our POOL and HOP programs below:

uberPOOL - uberPOOL lets an individual share a ride—and split the cost—with other people who happen to be requesting rides along a similar route at the same time. uberPOOL increases efficiency, reduces congestion, and boosts green capacity through increasing vehicle occupancy in a single vehicle:



Airports are uniquely well-situated to support uberPOOL trips because of the large number of trips departing a single location. And when riders share a car, that means fewer cars on the road and reduced emissions in the air.

uberHOP - uberHOP is currently our lowest price option for our consumers which, similar to uberPOOL maximizes the use of all available seats within vehicles operating on the platform. uberHOP has one origination (pick-up) location and a single dedicated destination (drop-off). Multiple routes are currently active in Seattle, operating as a high occupancy alternative to uberX. A potential route localized from Sea-Tac would originate at airport arrivals with a destination that is central to an area with high activity--for example Pike Place/Westlake. Again, cars are taken off the road when passengers share a ride.



In addition to helping the Port meet their century goal of being, "the greenest and most energy efficient Port in North America," Uber will also play a key role in "advancing the region as

a leading tourism destination and business gateway” as well as “promoting small business growth and workforce development.”

- The Uber platform serves tens of millions of riders worldwide from Seattle to Hong Kong to Nairobi with multilingual in app and customer support.
- Uber is used by millions of business professionals through the standard application as well as our UberforBusiness platform.
- Uber partners with over 10,000 small businesses in the Seattle-Tacoma area and supports the growth of those partners beyond our platform through initiatives like our Scholarship Program and Women of Uber events.

Finally, we are committed to and take pride in accurate reporting. Uber’s technology and operating platform enables us to report on partner vehicles operating at the Airport, and we are confident that we can meet the Port’s need to verify and audit Uber’s operations at Sea-tac. Uber has also been the only TNC to implement a technology solution which blacked-out TNC pick-up operations at the airport, in good faith for ongoing negotiations.

We believe that Uber can support the Port’s Century Agenda to reduce emissions, increase economic development and be part of an enhanced ground transportation program at the Airport. Uber requests that the Port empower Airport Administration to finalize an agreement which recognizes the unique TNC business model--and achieves the Port’s goals through alternative means.

Sincerely,



Brooke Steger
General Manager
Uber PNW