



## **inDrive AV Initiative: Affordable Autonomous Mobility for the Next Billion Users**

«I don't know what's going to happen to 9.5 million Uber drivers when autonomy comes»

— *Dara Khosrowshahi, CEO of Uber*

Two assumptions dominate today's autonomous mobility industry. First: self-driving technology is expected to remain limited, for many years, to developed cities with strong infrastructure, predictable roads, reliable charging networks, and high purchasing power. Second: once robotaxis scale globally, tens of millions of drivers will lose their livelihoods.

### **inDrive disagrees with both assumptions.**

We believe autonomous mobility can become affordable, scalable, and commercially viable for emerging markets much sooner than most people expect. And we believe drivers should not be displaced by this transition — they should participate in it as owners and operators of autonomous fleets. Autonomous mobility should become a tool for economic and technological advancement for millions of people — not a force of exclusion. And expanding autonomous vehicle (“AV”) technology across high-growth mobility markets may represent one of the largest business opportunities of the coming decades. These two ideas are the foundation of the inDrive AV initiative.



## Emerging Markets Are a Priority, Not a Distant Afterthought

inDrive is a global leader in affordable mobility. We have proven sustainable, high-margin, profitable growth in emerging markets without heavy subsidies to drivers or consumers, reaching multi-million MAU, operating in 1,100+ cities across 48 countries, and holding market leadership positions in several large markets. Fair pricing, transparent peer-to-peer mechanics, and a driver- and passenger-centric model have created something that cannot be bought with promotions and subsidies: trust.

We are entering the AV era not as a newcomer competing with AV incumbents in San Francisco, but as a leading mobility platform in markets these incumbents may not prioritize for the foreseeable future.

## Why the Timing Changes Everything

Until recently, autonomous mobility required enormous capital, expensive hardware, and highly controlled environments.

That is changing. AI models are improving faster than most expected. The cost of AV technologies — both software and hardware — is declining rapidly. Combined with inDrive's data, operational expertise, market reach, and distribution, we believe these shifts create the conditions for commercially viable autonomous mobility at global scale.

This opens the door to a different autonomous mobility model: lower-cost, designed for the next billion users of autonomous mobility.

## Our Advantages Are Structural

We believe our competitive advantage is difficult to replicate and that marketing investment alone is unlikely to allow competitors to overtake our market share.

**Operational data.** inDrive has distinctive insight into routes, driving patterns, and road conditions in cities across the developing world. Proprietary operational data, built through years of operations and daily presence on the market — the foundation of training infrastructure.

**Regulatory capital.** Established regulatory and operational presence across many jurisdictions, built through years of engagement with local regulators — a position that takes years to replicate. Our driver-first autonomy mission further strengthens this foundation.



**Lean execution is a critical advantage.** The company's DNA is built for creating solutions that are economically viable under resource constraints — exactly what underserved high-growth markets AV requires.

## Building an Open Ecosystem for Autonomous Mobility

No single company will solve emerging-market autonomy alone. The challenges are too large and too localized. That is why inDrive wants to help build an open ecosystem bringing together:

- AV companies and startups,
- OEMs,
- hardware suppliers,
- AI developers,
- universities,
- regulators,
- and research centers.

### We aim to support this ecosystem through:

- access to detailed anonymized road and traffic datasets,
- regulatory sandboxes,
- development and adoption of open standards,
- pilot deployment infrastructure,
- operational support,
- local market expertise,
- and strategic partnerships across inDrive's key markets.

Our approach is partnership-led and capital-efficient by design — we contribute platform, data, and market access, rather than large-scale capital deployment into vehicle manufacturing or fleet ownership.

The goal is not simply to launch robotaxis. The goal is to create a commercially viable and scalable autonomous mobility model designed specifically for affordable mass-market deployment. A practical, field-tested baseline for what autonomous mobility must actually look like to function in the markets where billions of people move every day.



## **A Model Where Everyone Wins**

**When the technology reaches industrial scale, inDrive wants to help scale it. But with one non-negotiable condition that is core to our identity: ride-hailing drivers should have a path to become owners and operators of autonomous fleets.**

**The same model that made rides fairer for tens of millions of people may become even more powerful with the shift to self-driving, ensuring that drivers are not displaced, but rather gain an asset that works for them.**

**This is not philanthropy. It is a powerful business model: a decentralized community of owner-operators who are loyal to the platform, motivated to maintain their vehicles, and invested in growing the network across their cities.**

**The future of autonomous mobility will not be written in San Francisco alone. It will be written in Quito, Lagos, Lahore, Manila, Lima, and hundreds of other cities where inDrive already operates — and where millions of drivers deserve a place in that future, not exclusion from it.**

**inDrive. Moving beyond for people.**