Heng Ren Partners

[Insert Date]

To Uber Investor Relations
For Chairperson Ronald Sugar and Chief Executive Officer Dara Khosrowshahi
Uber Technologies, Inc.
1725 3rd Street
San Francisco, CA 94158
USA

Re: Requesting a Hong Kong Listing for DiDi Global's Shares

Dear Mr. Sugar, Mr. Khosrowshahi, and Members of the Board,

My name is ______________. I am a shareholder of DiDi Global Inc. ("DiDi") and I write to urge Uber, as a significant DiDi shareholder, to encourage DiDi's Board to pursue a listing on the Hong Kong Stock Exchange.

Since its 2022 delisting from the NYSE, DiDi has traded only over-the-counter (OTC) on "pink sheets" in the U.S. — a status that excludes it from every major global index, severely limits institutional demand, and, in our view, results in a substantial discount to its true value. This also is not beneficial to Uber shareholders.

Uber holds approximately 12.8% of DiDi, worth about $2.0 billion, a stake that originated from the 2016 sale of Uber's China operations to DiDi. A Hong Kong listing would let Uber finally sell part or all of this position in an orderly, liquid market, for the benefit of Uber's own shareholders, rather than remaining stranded in DiDi's illiquid shares trading OTC.

I urge the Board to encourage DiDi to pursue this listing, which also would support the Chinese government's policy of encouraging Chinese issuers to list their stock closer to home. I urge the Uber Chairman and the Board to prioritize this listing of shares in Hong Kong and to keep shareholders informed with regular updates about the progress to do so.

Sincerely,

[Your Name]

[Number of Shares Held – optional]

[Contact Information]