

SAMPLE SHAREHOLDER LETTER

Feel free to copy and paste this letter in emails, revising as you wish, and email to DiDi's Board at ir@didiglobal.com & globalpr@didiglobal.com.

[Date]

Board of Directors
DiDi Global Inc.
c/o Investor Relations (ir@didiglobal.com)

Re: Request for Board Election, Quarterly Earnings Calls, and a Shareholders' Meeting

Dear Members of the Board,

As a shareholder of DiDi Global Inc. (OTC: DIDIY), I am writing to respectfully request that the Board and management take the following three steps to improve transparency and governance for all shareholders.

First, I ask that the Board announce its open for nominations and hold an election for an independent director. DiDi's board currently has only two independent directors among six directors serving, despite its bylaws allowing for up to nine board members. Both sit on all of DiDi's key committees.

Adding an independent director through an open nomination and election process – by vote of Class A (ordinary) shareholders only - would meet the governance standard required by the Hong Kong Stock Exchange, where many shareholders hope to see DiDi listed.

Second, I ask that DiDi host quarterly earnings calls with the investment community, consistent with the practice of comparable delisted Chinese companies such as Luckin Coffee Inc. (OTC: LKNCY), so that shareholders can ask pressing questions directly of management.

Third, I ask that DiDi announce a shareholders' meeting to discuss with shareholders the Company's plans for a Hong Kong listing, and other matters of importance. DiDi has not held any shareholder meeting since 2022, when it voted to delist its shares from the New York Stock Exchange (NYSE).

I urge the Board to act on these requests, and would welcome the opportunity to discuss them further.

Sincerely,

[Your Name]

[Contact Information]