

SAMPLE SHAREHOLDER LETTER

Feel free to copy, adapt in your own words, and send to DiDi. 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 and Senior Management
Attention: Investor Relations
DiDi Global Inc.
DiDi Xinchenghai, Building 1, Yard 6, North Ring Road, Tangjialing
Haidian District, Beijing, People's Republic of China

Re: Shareholder Survey Results: Our Requests on Relisting, a Shareholders' Meeting, Earnings Calls, and an Independent Director

Dear Members of the Board of Directors, Management, and Investor Relations:

As a shareholder of DiDi Global Inc. ("DiDi"), I am writing to add my voice to those of my fellow shareholders. This month Heng Ren Partners surveyed hundreds of DiDi shareholders on five questions about the share relisting plan, corporate governance, and communication with investors. The overwhelming results give the Board a direct and clear view of what shareholders want.

The responses were nearly unanimous:

- **Relisting DiDi in Hong Kong:** 144 respondents (**99.3%**) want DiDi's shares listed on the Hong Kong Stock Exchange instead of trading OTC (Over-the-Counter) in the U.S.
- **Host the First Shareholders' Meeting in 4 Years:** All respondents (**100%**) want DiDi's board to call a shareholders' meeting to discuss the relisting plan in Hong Kong.
- **Announce a Relisting Plan Proposed 5 Years Ago:** All respondents (**100%**) want DiDi to disclose its plan for relisting the shares in Hong Kong first proposed by the company five years ago.
- **Host Its First-Ever Public Earnings Call:** 146 respondents (**99.3%**) want DiDi to open its quarterly earnings calls to all shareholders. This should start with DiDi's Third Quarter 2026 earnings, usually announced in November.
- **Fill an Independent Director Seat Vacant For 3 Years:** 146 respondents (**99.3%**) want an election for an independent director to represent them in a seat that's left vacant for 3 years.

Taken together, DiDi shareholders make four requests:

- 1) Tell us the plan and timetable for relisting shares in Hong Kong;
- 2) Meet with us for discussions of shareholder issues at a long overdue shareholders' meeting, not held since 2022;
- 3) Open quarterly calls to all shareholders and investors;
- 4) Let shareholders nominate and elect an independent director to a long vacant board seat to represent them.

These requests are modest and consistent with standard corporate governance for a global public company like DiDi. I ask the Board, management, and Investor Relations to respond to shareholders by opening channels of communication. Calling a shareholders' meeting and opening the November earnings call to all shareholders would be a good first step in showing that DiDi cares about its shareholders' concerns. I would welcome your reply.

Sincerely,

[Your Name]

[Contact Information]