



DiDi Global Inc. Independent Shareholder Survey:

Detailed Comments from
Shareholders

October 2026

DiDi Shareholder Survey: Your Comments to DiDi

Comments were selected and are sorted into three themes: Share Relisting in Hong Kong, Communication With Shareholders, and Do the Right Thing.

1. Share Relisting in Hong Kong

“As a shareholder for over 5 years, this effort to get DIDI to list on the Hong Kong exchange and increase transparency is long overdue. It’s time for them to listen to their shareholders!” – D.B.

“As a DiDi shareholder, I urge the company to prioritize shareholder value, improve corporate governance, and take concrete steps to address the persistent undervaluation of its shares. DiDi's continued trading on the OTC market limits liquidity, institutional investor participation, and access to capital. The company should seriously pursue a Hong Kong listing or other viable uplisting options to broaden its investor base and unlock shareholder value. – K.Z.

“Didi management must pay more serious attention to US investors, who especially suffered unfair value interruptions in past years. Support to relist company on to Hong Kong Stock Exchange!” - Z.C.

2. DiDi Communication with Shareholders

“I would greatly encourage DiDi to list on the HKEX as well as prepare quarterly calls with investors. Other companies like Luckin Coffee (OTC :LKNKY) have been diligent with this and it is a show of good faith to the current investor base. I strongly believe this current investor base is made up of some of your biggest supporters, and it would be appreciated if you could set up some sort of two-way communication.” – A.

“Their lack of transparency is absolutely unacceptable. They are the ones that asked shareholders to please vote to delist under the assumption that there would be a relisting. To not even discuss plans for relisting is nothing short of a slap in the face to the shareholders that have made Didi’s future possible. It even appears that they do not want the share price to increase for some reason? That it is disadvantageous to their buyback program, or whatever plan they have for the company? And nobody has

any clue what that plan is? They do not tout any of their accomplishments or attempt at all to increase shareholder value through promotion of their strengths. It's honestly insane at this point." – S.K.

"I encourage the board to strengthen accountability, improve transparency, and give shareholders a meaningful voice in corporate decisions, including the election of independent directors. DiDi has significant business potential, but that potential must translate into tangible value for shareholders. Shareholders deserve a clear strategy, concrete actions, and measurable results." - K.Z.

"As a long-term DiDi shareholder, I recognize the company's strong competitive position, operational achievements, and international growth opportunities. However, I am increasingly concerned about the disconnect between DiDi's business progress and its ability to generate sustainable shareholder value. My greatest concern is the lack of proactive investor relations communication.

DiDi continues to achieve meaningful strategic, technological, and operational milestones, yet many receive little visibility beyond Chinese-language media, government announcements, and third-party reporting. This is particularly concerning while DiDi trades OTC, where institutional access, liquidity, analyst coverage, and market visibility are already limited. Insufficient communication compounds these disadvantages and potentially contributes to the persistent valuation discount. I strongly encourage management to communicate meaningful developments more consistently through bilingual press releases, investor presentations, and regular operational updates. Shareholders should not have to search fragmented sources to understand the progress of the company they own.

Additionally, I would appreciate greater transparency regarding: 1. International expansion: Measurable milestones for reducing losses, improving unit economics, and achieving profitability. 2. Cash flow and capital allocation: A clear path toward sustainable positive free cash flow and how international investments are evaluated against alternative uses of capital. 3. Share repurchases: Greater visibility into buyback execution and management's approach to maximizing shareholder returns. 4. Hong Kong relisting: An update on management's listing strategy, remaining obstacles, and anticipated next steps. DiDi has demonstrated its ability to grow and compete. I encourage management to demonstrate the same commitment to financial discipline, transparent communication, and protecting long-term shareholder interests." – A.S.

3. Do The Right Thing

"Thank you for organizing shareholders, it's high time for shareholder value to be realized. Did Board and Leadership have to work towards realizing this value as one of the highest priorities, even in the political environment that they find themselves in." – N.G.

“Stop ignoring the people who own you: relist, disclose, and be accountable.” – S.K.

“IT is high time Didi did the right thing for its shareholders who have stuck by it for such a long time!” – S.S.

“Why is the board not doing things for the benefit of all shareholders?” – S.C.

“Do the right thing for the shareholders.” – G.W.

“Do The Right Thing!” – D.C.

“DiDi owes it, to the shareholders.” – N.D.

“Make sure you show the world you are a leader.” – S.K.