



Sustainability Report 2023





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REPORT PROFILE

This report is the first publicly released sustainability report by DiDi Global Inc. (hereinafter referred to as “DiDi”, “the company”, or “we”). In the future, we will keep stakeholders updated on DiDi’s sustainability progress to improve understanding, communication, engagement, and corporate transparency.

Scope of Reporting

This report covers the period from January 1, 2023 to December 31, 2023. To enhance the report’s comprehensiveness, some content extends beyond this timeframe. Unless otherwise noted, this report covers DiDi’s direct operation and management.

Reporting Basis

This report is guided by the UN Sustainable Development Goals (SDGs), the GRI Standards, the ISSB’s IFRS S2 Climate-related Disclosures, the HKEX’s ESG Reporting Guide and other relevant Chinese sustainability guidelines.

Data Explanation

Unless otherwise noted, all the financial data in this report are denoted in RMB.

Language

The report is prepared in Simplified Chinese, attached with an English translation. In case of any discrepancies, the Simplified Chinese version shall prevail.

How to Access the Report

The report is published in both printed and electronic versions and is available in the company’s website at www.didiglobal.com. If you have any comments or suggestions regarding the report, please email to didesg@didiglobal.com.

SURVEY FORM

Thank you for reading the DiDi 2023 Sustainability Report. In order to provide you and other stakeholders with more valuable information and to promote the company’s capacity and caliber for sustainability, we sincerely welcome your insightful comments on the report:

1. Which of the following types of stakeholders do you belong to?

- | | | |
|--------------------------|--------------------------|-------------------|
| A Government/regulators | B Shareholders/investors | C Corporate users |
| D Individual users | E Drivers | F Employees |
| G Suppliers and partners | H Community public | I NGOs |
| J Media | K Experts | |

2. Do you believe that this report provides complete coverage of your expectations on the company?

- A Yes B No, what other expectations do you think are not reflected in this report?

3. Do you think the company has responded well to your expectations?

- A Yes B No, what expectations do you think have not been well responded?

4. Do you think the content arrangement and layout of this report is easy to read?

- A Excellent B Good C Average D Not good

5. Do you have any other comments or suggestions on the company’s sustainability work and this report?



Scan to Fill

LETTER FROM OUR CHAIRMAN

Over the past few years, DiDi has emerged from a period of profound changes and challenges with an even deeper understanding of our core values. We remain steadfast in our dedication to providing users with a safe, efficient, and trustworthy service experience, while simultaneously creating more secure and rewarding income opportunities for our drivers. Additionally, we are committed to fostering a healthy and sustainable ecosystem for all our partners. As an organization that has developed in the digital era, we firmly believe that aligning with evolving trends is critical for enhancing our intrinsic value. In 2023, we are more resolute than ever in advancing our efforts in safety, technology, environment, inclusiveness, and diversity, positioning ourselves to seize future opportunities and tackle forthcoming challenges.

Safety is not merely a slogan. DiDi's development is built on safety. Without safety, everything we do is meaningless. With over 50 million rides facilitated daily on our platform, each DiDi employee is dedicated to continually enhancing our comprehensive safety framework. Through relentless effort over the years, we have established a comprehensive safety management system encompassing driver and rider safety, information and data security, event operation safety, organization and employee safety, and compliance safety. Moving forward, we will persist in refining our organizational structure and institutional systems, harnessing technological innovation to cultivate an even safer and more reliable mobility environment.

DiDi provides technology with empathy and warmth. As the cornerstone of our operations and a pivotal driver of our ongoing social value creation, we leverage our expertise in shared mobility to invest significantly in cutting-edge technologies such as autonomous driving and artificial intelligence. We have pioneered projects like care for the elderly, family and friend guardian, and barrier-free mobility, continually leveraging technology to enhance quality of life. By the close of 2023, DiDi's "Care for the Elderly" service had facilitated over 130 million rides for 4.5 million seniors across more than 300 cities, with a cumulative service mileage surpassing 900 million kilometers.

We are committed to fostering a new green mobility ecosystem in collaboration with our partners. DiDi's contributions to the zero-carbon transition in transportation focus on five key areas: electrification of transportation, efficient utilization of resources, decarbonization of mobility structure, greening of power sources, and intelligent digitalization of transportation system. We fully exploit the digital intelligent carbon emissions avoidance capabilities of our digital mobility platform to spearhead the transformation and modernization of the mobility industry. In China, the number of electric vehicles registered on the DiDi platform has exceeded 3.5 million. In Brazil, we have taken the lead in forming the "Sustainable Mobility Alliance" with several companies, introducing China's experience to the international stage to promote sustainable transportation transformation. Many drivers have expressed

their preference for electric vehicles, citing their comfort, cost-efficiency, quiet operation, and environmental benefits.

At DiDi, our guiding principle is to create value that is "Available for All". As a social service enterprise, we are driven by the imperative to meet societal needs, which in turn propels our sustainability and serves as a benchmark for continuous improvement. DiDi connects hundreds of millions of riders with tens of millions of drivers and serves hundreds of thousands of corporate clients. Our initiatives include the implementation of exclusive protection mechanisms for ride-hailing drivers, charitable educational support for drivers' children, and the formation of mobility support teams, all of which contribute to a socially inclusive development ecosystem.

Diversity & Inclusion are among the core values of DiDi. We take efforts to fostering a workplace that champions mutual understanding, support, inclusivity, and a strong sense of belonging. This environment not only motivates creativity and individuality, but also ensures that each employee feels respected and finds purpose in their work. Based on this, we can truly become a dynamic and creative organization. In as early as 2017, we launched the DiDi Women's Network (DDWN) to provide empowering

support for women within the DiDi ecosystem, helping them unlock their full potential. Female drivers are a significant focus of our efforts; their presence on our platform has been steadily increasing, with over 6% of our ride-hailing drivers now being self-assured, confident women. These women contribute silently yet profoundly to their families and ensure safe and pleasant journeys with their resilience and determination.

The landscape of our industry is evolving, and the times are changing, but our mission, "To Build a Better Journey", remains steadfast. As we advance rapidly, we often pause to reflect on our origins and the path ahead. It is a great honor that we present DiDi's inaugural sustainability report, which we hope marks a new chapter in our journey toward sustainability. Through open and transparent communication, we aim to share the latest advancements in our sustainability efforts. Looking ahead, we will continue to work diligently, embracing the dynamism of this era and striving for sustainable and resilient growth.

Will Wei Cheng

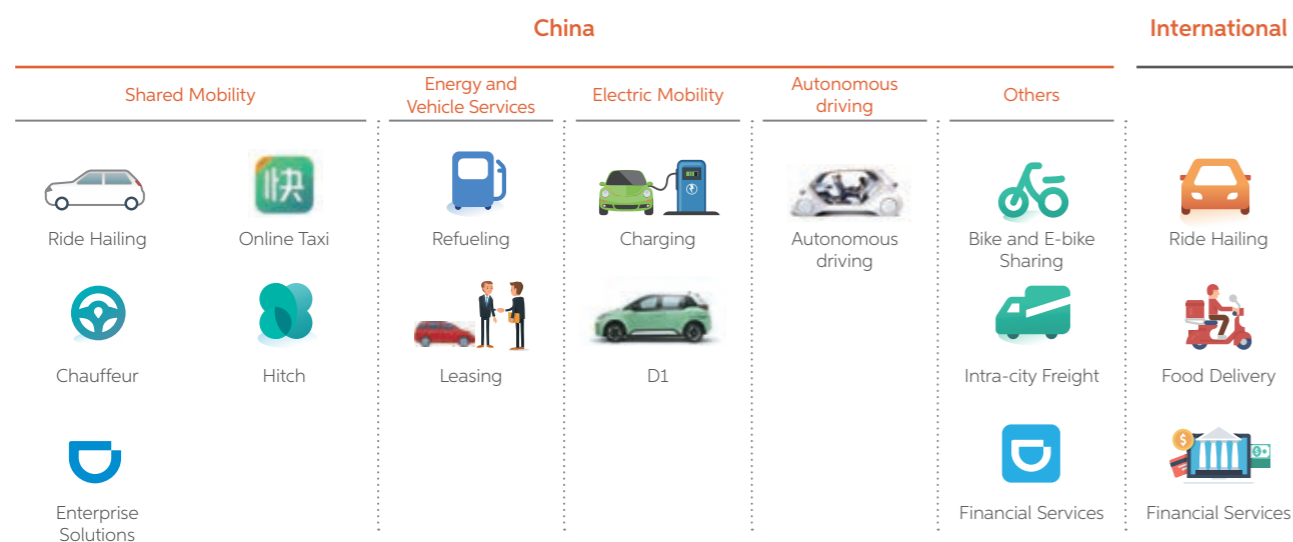


ABOUT DIDI



Established in 2012, DiDi has experienced remarkable growth over the course of more than a decade. This growth has been driven by the conducive development environment facilitated by the supportive policies implemented by the Chinese government for private enterprises, coupled with the unique opportunities presented by the rise of mobile internet era. These factors have propelled DiDi to achieve global leadership in digital mobility technology platforms. Today, DiDi provides diversified mobility services across 15 countries, including China, encompassing ride-hailing, online taxi, chauffeur services, and hitch. Additionally, DiDi operates a range of various services such as leasing, refueling, charging, bike and e-bike sharing, intra-city freight, and food delivery.

We implement the concept of sustainability and incorporate sustainability into the overarching development strategy. We leverage technology innovation to drive the advancement of smart mobility solutions and collaborate with partners to address global challenges in transportation and environmental protection. We are dedicated to delivering better user experience, creating meaningful social value, and contributing to a safe, open and sustainable ecosystem of mobile and local life services in the future.



SUSTAINABILITY PERFORMANCE

For over a decade, we've remained true to our founding mission – To Build a Better Journey – dedicating ourselves to delivering safer, more convenient, cost-effective, and diverse travel options to users worldwide.

On one hand, we consistently prioritize safety capability enhancement, staying on our core business to serve industrial sector. We collaborate closely with our drivers, users, and partners to seek mutual development and contribute to creating a smart, seamless, and environmentally friendly urban mobility ecosystem. On the other hand, we actively embrace our social responsibilities and leverage the platform economy to create income opportunities and promote green mobility solutions. We are committed to creating a warm and respected world-class technology company.



SAFETY & SECURITY

Without safety, everything we do is meaningless. DiDi takes effective measures to safeguard drivers and riders, protect information and data security, and maintain a fair and transparent business environment.



TECHNOLOGY-DRIVEN DEVELOPMENT

As a tech-centered company, we emphasize the role of technology in driving sustainability, leading industry progress and fostering a tech ecosystem. DiDi provides technology with empathy and warmth.



ENVIRONMENTALLY FRIENDLY

We actively implement the green and low-carbon strategy, demonstrating corporate responsibility in responding to climate change and realizing green mobility, green operations, and green ecology.



AVAILABLE FOR ALL

We proactively embrace our social responsibilities by consistently creating user value and providing our corporate clients with incentives and revenue-generating opportunities. Moreover, we contribute to public welfare, bolster the advancement of supply chains and industries, and encourage international collaboration for collective progress.



DIVERSITY & INCLUSION

We actively drive diversified development and strive to build a healthy, sustainable platform ecosystem. We cultivate a positive workplace that facilitates employees' development and growth while prioritizing their physical and mental health and safety.



YEARN FOR A BETTER JOURNEY

It has been DiDi's original mission, "Yearn for a Better Journey", representing the commitment and vision of DiDi for sustainable development.

Comprehensive Safety Management Committee

We have established the DiDi Comprehensive Safety Management Committee, comprising 6 specialized safety committees.

28,000 person-times

The employee safety trainings on production safety, information security, operation safety, compliance safety, and organization safety have collectively covered about 28,000 person-times.

No. 1

The Safety Center feature makes DiDi the first ride-hailing company in China to integrate Core safety features onto the App homepage for easy user access.

Approx. 1,500 full-time employees

Nearly 1,500 employees stay online 24/7 to handle cases of trip safety.

40+

We have completed the cybersecurity classified protection registration for more than 40 systems, including ride-hailing information systems, basic network systems, and big data platforms.

100%

The DiDi Information Security Compulsory Course for 2023 has achieved a coverage rate of 100%.

4,580+ attendees

We have organized special training sessions on information security for our business lines, with over 4,580 participants.

30,720 person-times

We have provided anti-corruption training sessions for all employees, covering over 30,720 person-times.

SAFETY & SECURITY

Scientific research bases

We have built two scientific research bases.

4,816 pcs

We have owned a total of 4,816 authorized patents.

2,669 pcs

We have been granted a total of 2,669 invention patents.

250+ projects

We have undertaken more than 250 scientific research cooperation projects.

Technology with Empathy and Warmth

We have provided more than 130 million mobility services to 4.5 million elderly friends.

The "Accessible Service for Guide Dog Users" service has covered 139 cities.

1,300+ days

By the end of 2023, DiDi's Robotaxis have been operating safely for more than 1,300 consecutive days in road tests.

TECHNOLOGY-DRIVEN DEVELOPMENT

100%

The Automotive Asset Management Center (AMC) has achieved a 100% replacement with NEVs in 12 cities.

5.347 million tonnes

By promoting green mobility, we have helped avoid GHG emissions by approximately 5.347 million tonnes of carbon dioxide equivalent.

Over 4 million vehicles

Over 4 million EVs and PHEVs were registered on the DiDi platform, with about 3.5 million being EVs.

Over 57%

Over 57% of the total mileage for ride-hailing services on the platform came from EVs.

Sustainable Mobility Alliance

Our wholly-owned subsidiary in Brazil, 99, has taken the lead in establishing the "Brazil Sustainable Mobility Alliance" to drive the development of the EV market and the electrification of ride-hailing within the country.

Over 700 times

Orange Energy has cumulatively realized more than 700 times and 3,500 hours of power demand response.

No. 1

DiDi Bike has obtained the first Green Supply Chain Management Certification in the two-wheeled vehicle sharing industry.

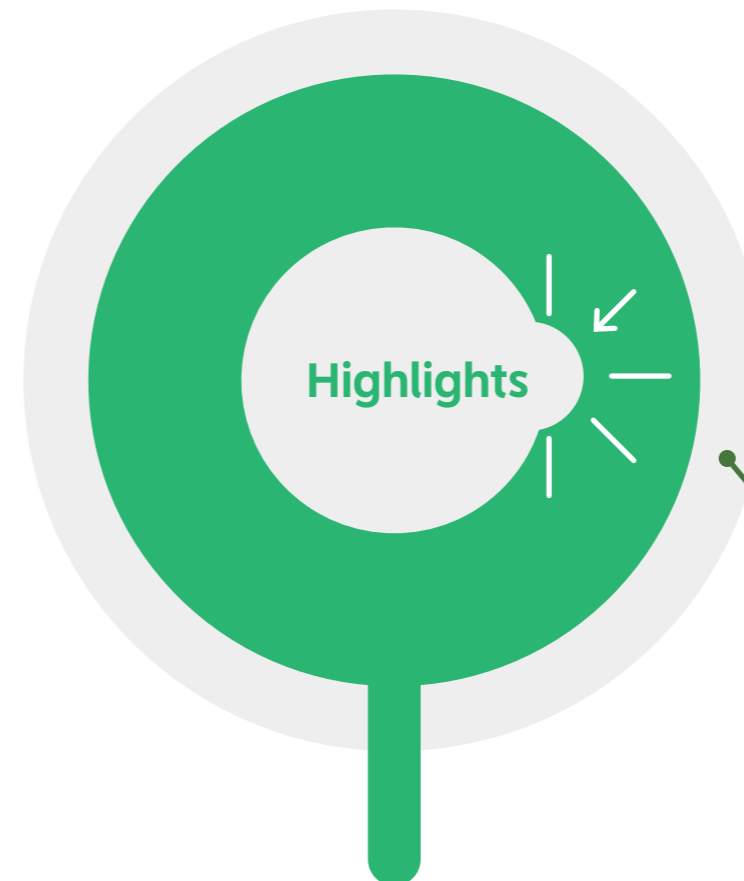
248,000 kilometers

Through the public welfare program "Guardian of Migratory Birds", we have contributed to migratory bird patrols covering a total distance of 248,000 kilometers.

509,300 kilometers

Shuttle buses in our workplaces are 100% powered by electricity, and run a total of 509,300 kilometers annually.

ENVIRONMENTALLY FRIENDLY



Over 3.8 million hours

The calls answered by our customer service averaged over 300,000 daily, the cumulative number of late-night calls exceeded 9 million, and the cumulative total duration of hotline service calls recorded over 3.8 million hours.

Over 25 million

We have over 25 million annual active drivers and couriers worldwide.

Over RMB400 million

Our ride-hailing drivers have received compensation for unoccupied running and overtime waiting amounting to over RMB400 million.

Approx. 50,000

DiDi Seeds Program has benefited families of nearly 50,000 ride-hailing drivers.

550,000+ companies

The enterprise solutions we provided have benefited over 550,000 companies and over 45 million employees.

100%

100% of our cooperative suppliers have signed the Trust and Integrity Agreement for Partners and the Suppliers' Letter of Commitment.

100%

100% of our new suppliers have passed the entry rules for environmental performance.

Approx. 80 million

Our international business provided services outside China to approximately 80 million annual active users.

25,000 hours

The "DiDi Public Welfare Rescue Team" program has worked with outstanding rescue teams in different regions, providing a total of 25,000 hours of volunteer service.

12,973 person-times

We have engaged our employees in carrying out 17 social welfare events, with a total of 12,973 person-times.

100%

Our employees are 100% covered in the talent development training.

21 hours

We have provided a total of 31 orientations for new employees. The average training duration per person is 21 hours.

9,000+ employees

DiDi Farm has hosted more than 9,000 employees and their families in total.

22 countries

Our employees come from 22 countries worldwide.

40.1%

Female employees account for 40.1%.

22.8%

Female senior managers account for 22.8%.

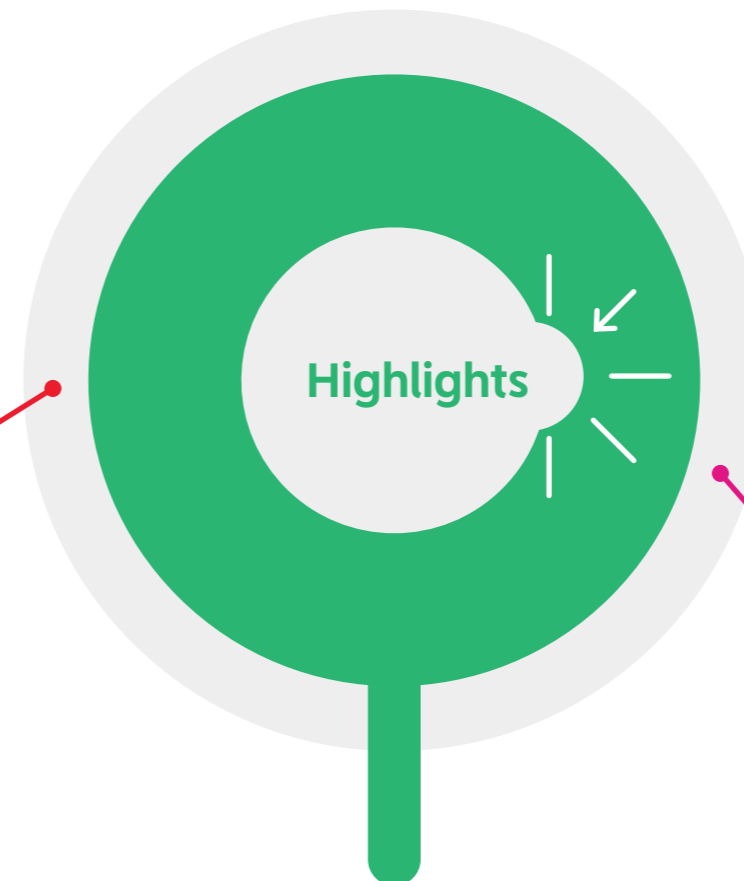
DDWN & DDIN

The DiDi Women's Network (DDWN) has been operating for a total of 7 years, and the DiDi Diversity and Inclusion Network (DDIN) has been in operation for 3 years.

Employer value

We awarded "Desirable Employer" and "SHE Power Employer" by 2023 Maimai MAX Annual Employer.

AVAILABLE FOR ALL



DIVERSITY & INCLUSION

SUSTAINABILITY HONORS AND AWARDS

SAFETY & SECURITY

Won the First Prize for Teams and the Second Prize for Individuals in the 2022 First Transportation Industry Cybersecurity Competition

China Communications and Transportation Association, China Transport Telecommunication and Information Center, China Transport News, etc.

Passed CCRC's Test and Capability Verification For Personal Information Security On Apps

China Cybersecurity Review Technology and Certification Center (CCRC)

Obtained the first Two-star Label Certificate for The Personal Information Protection Impact Assessment

Data Security Working Committee of China Cybersecurity Industry Alliance (CCIA), Data Security Community (DSC)

Obtained The first Certification For Data Security Capability Of Online Ride Hailing Service in China

Beijing CESI Certification Co., Ltd.

TECHNOLOGY-DRIVEN DEVELOPMENT

DIDi Freight was rated top 50 smart logistics company and granted with the Smart Transportation and Logistics Award and the Smart Logistics Technology Award

2023 Asian Shipping and Logistics Summit

Our brand Care for the Elderly was recognized as Top Ten Model Brand of Transportation Services in the fifth selection by the Ministry of Transport

Ministry of Transport of the People's Republic of China

Autonomous driving product design won the German Red Dot Design Award in 2022

German Design Association

The project called Beixing Photonics was included in typical corporate investment cases on the platform of the National Data Administration

National Data Administration

ENVIRONMENTALLY FRIENDLY

Selected in the UN-HABITAT Flagship Report

UN-Habitat China Future Cities Council

Selected as an excellent case of Collaborative Transformation and Development for Going Digital and Green in 2023

China Internet Development Foundation

Orange Energy won the ESG Best Brand Value Award at the 2023 Annual Energy Conference and ESG Conference for Global Energy Enterprises

Energy magazine, Energy Finance Branch of China Energy Research Society, Energy and Environment Committee of All-China Environment Federation

ISSB First Movers

International Sustainability Standards Board (ISSB)

Our project "DiDi Carbon Credits" was selected as an excellent case in the urban green transportation sector in the Urban Transportation Low-Carbon Models in 2022-2023

China Urban Public Transport Association

AVAILABLE FOR ALL

Awarded the Best Star Team, the Team Master, the Most Beautiful Customer Service and the Marketing Master at the 2023 (7th) China Customer Service Festival

China Information Industry Association

Awarded the Chinese Red Cross Humanitarian Medal

Red Cross Society of China

Titled Top Ten Public Welfare Enterprises of the Year

Phoenix Action League

The Experience & Service Excellence (ESE) was rated as "Top 10 Excellent Customer Service Provider of the Year" in the 19th Golden Headset Award

CCMWorld Group

The Experience & Service Excellence (ESE) won the 2023 Top Ten Call Center – Excellent Customer Experience Award

China Electronics Chamber of Commerce

The Barrier-free Mobility Project was selected as one of the CCF2023 Top Ten Outstanding Cases of Technology-based Public Welfare

China Computer Federation

The DiDi Enterprise application won the Excellent Digital Solution Award and the 2023 Excellent Non-Production Procurement Service Provider Award at the FMCG 2023 Retail Consumer Goods Technological Innovation South China Summit

Administrative League, Brand China and Shenzhen NEEQ Listed Companies Association

DIVERSITY & INCLUSION

"DiDi Women" won the "Best Inclusion Award" in the 2023 APEC Innovating for Public Urban Technology Transformation Competition

Asia Pacific Economic Cooperation (APEC)

OTHER HONORS

Selected in the Excellent Cases of Corporate Integrity Construction in 2023

China Enterprise Confederation

Listed in the Top 500 Chinese Private Enterprises in 2023 and the Top 100 Service Industry Companies

All-China Federation of Industry and Commerce

FOUNDATIONS OF OUR CORPORATE GOVERNANCE

An effective corporate governance structure and a well-functioning governance system are critical foundations for the decision-making process of company. They are also key elements for effective business development, protection of stakeholders' rights and interests, and the realization of sustainable growth. In addition, a robust sustainability governance structure is an important prerequisite for us to achieve our sustainability objectives.

Independent directors account for **42.9%** of the Board of Directors.

Female directors account for **42.9%** of the Board of Directors.

We have established a **Sustainability Management Committee** and **ESG Research Center** within the company.

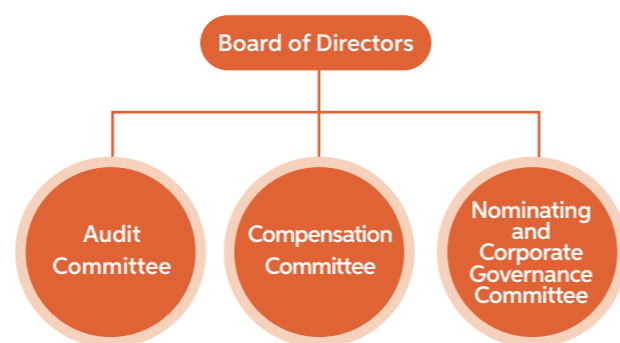
Corporate Governance

We have committed non-stop efforts to improve our governance, implement the concept of sustainability, and continue to optimize our governance structure in light of the company's significant development. We are also committed to promoting diversity within the Board of Directors and protecting the rights and interests of all stakeholders.

Governance structure

Board of Directors

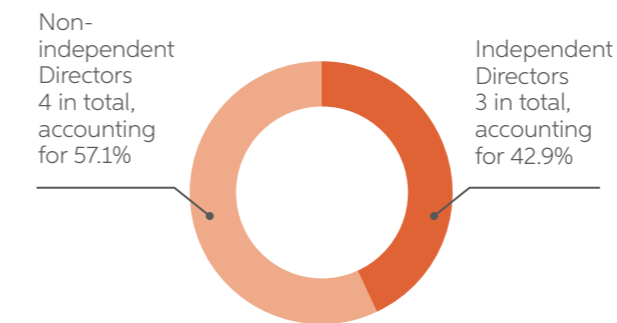
The Board of Directors has established the Audit Committee, the Compensation Committee, and the Nominating and Corporate Governance Committee. These committees provide essential support to the decision-making process of the Board. During the reporting period, every single director has attended all the board meetings.



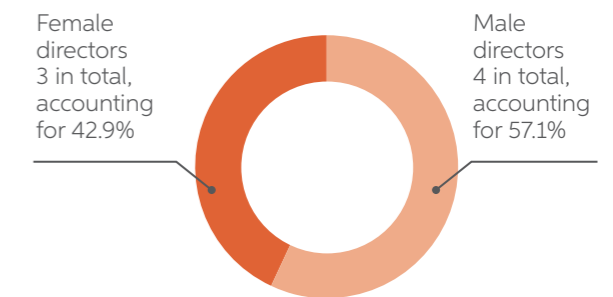
• Diversity of the total compensation

Based on the Charter of the Nominating and Corporate Governance Committee, we have fully considered various factors (including gender, age, and professional experience) in the nomination and appointment process of the Board members. By the end of 2023, DiDi has a total of seven directors, including three independent directors and three female directors¹.

Independent directors account for **42.9%**.



Female directors account for **42.9%**.



● Independent directors ● Non-independent directors ● Male directors ● Female directors

Our directors possess comprehensive professional experience and extensive industry expertise. Specifically, one director has professional experience in risk management, two directors (including one independent director) have professional experience in auditing or finance, and five directors (including three independent directors) possess industry experience in various sectors, such as transportation, internet, finance, media, and energy². They are well-positioned to support the company's strategic decision-making process.

• Independence and Effectiveness of the Board of Directors

Our internal documents, such as the Charters of the Audit Committee, the Compensation Committee, and the Nominating and Corporate Governance Committee, have stipulated that independent directors shall express objective, fair and independent opinions on matters within the scope of their duties, and all directors shall make independent, professional and objective judgments on corporate affairs.

The Board of Directors has established the Audit Committee, the Compensation Committee, and the Nominating and Corporate Governance Committee. The composition and performance of these committees comply with the independence requirements.

The directors are granted complete, equal, and independent voting rights on material matters of the company.

Executive Compensation

The independent Compensation Committee of the Board of Directors assists the Board in reviewing and approving Total Compensation Package and Long-term Incentive/Equity Plan for directors and executive officers.

Sustainability issues are key to our daily operations. We have issued DiDi Safety Management Policy, and linked safety performance to the remuneration of the managers in charge.

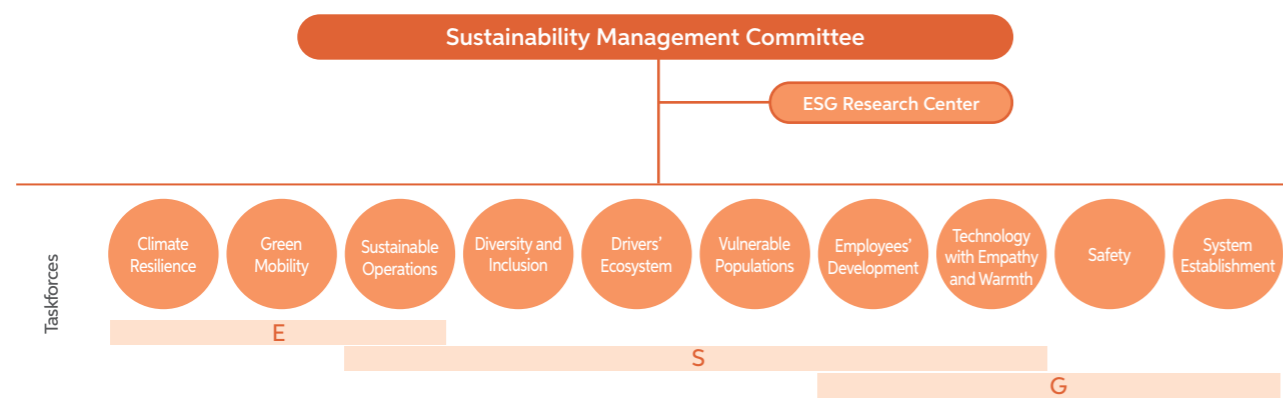
¹ This is board member information by the end of 2023, with changes in board member information in 2024. For detailed information, please refer to the website: <https://ir.didiglobal.com/>.

² One of the independent directors has professional experience in both financial and Internet fields.

Communications with Stakeholders






Sustainability management

We have established a Sustainability Management Committee, an ESG Research Center, and taskforces to promote sustainability within the company. The company encourages all staff to work together and promote sustainability in a comprehensive, systematic and effective manner.



- Sustainability Management Committee**
 - The committee is responsible for the assessment and organizational management of sustainability issues, and the coordination of internal and external communications on sustainability issues.
- ESG Research Center**
 - The ESG research center has been established under the Sustainability Management Committee to cope with the disclosure of sustainability reports, external standard tracking research, strategic issue research and recommendations and building up the company's influence on sustainability issues.
- Taskforces**
 - The taskforces, including staffs from various business and functional departments, are responsible for the planning, implementation and guidance of key projects, and provide long-term support for sustainability research and the practice of various issues.

We place great importance on communication and collaboration with our stakeholders. Through smooth communication methods and open communication channels, DiDi maintains good and effective communication with stakeholders such as government/regulators, shareholders and investors, employees, drivers, corporate and individual users, suppliers and partners. We proactively understand and respond to the expectations and demands of stakeholders, and contribute to the advancement of sustainability.

Stakeholders	Communication channels	Expectations and demands
 <p>Government/Regulators</p>	<ul style="list-style-type: none"> Daily communication and reporting Information reporting and disclosure Cooperation projects Visitor reception Supervision and inspection 	<ul style="list-style-type: none"> Business ethics and anti-corruption Data security and privacy protection Safety protection of drivers and riders Drivers' ecosystem Technological innovation Intellectual property protection Barrier-free mobility Boosting the development of enterprises within the ecosystem
 <p>Drivers</p>	<ul style="list-style-type: none"> Seminars and in-depth talks Welfare stations, drivers' festival, and other special events Customer service hotline Online communication channels 	<ul style="list-style-type: none"> Safety protection of drivers and riders Data security and privacy protection User service and experience Diversity, equality, and inclusion Drivers' ecosystem
 <p>Corporate users</p>	<ul style="list-style-type: none"> Customer visit Appreciation banquet for corporate users Dedicated customer service channels 	<ul style="list-style-type: none"> Data security and privacy protection Safety protection of drivers and riders User service and experience Boosting the development of enterprises within the ecosystem
 <p>Individual users</p>	<ul style="list-style-type: none"> Customer service and other user feedback channels Corporate websites and social media interactions User feedback 	<ul style="list-style-type: none"> Safety protection of drivers and riders Data security and privacy protection User service and experience
 <p>Shareholders and investors</p>	<ul style="list-style-type: none"> Emails and meetings Regular reporting and announcements 	<ul style="list-style-type: none"> Corporate governance Business ethics and anti-corruption Data security and privacy protection Green mobility Drivers' ecosystem

Identification and Analysis of Material Issues

Stakeholders	Communication channels	Expectations and demands
Employees 	<ul style="list-style-type: none"> Internal office system Internal meeting Intranet forums Regular surveys and interviews 	<ul style="list-style-type: none"> Employee rights and interests protection Employee training and development Diversity, equality and inclusion Data security and privacy protection Employee health and safety
Suppliers and partners 	<ul style="list-style-type: none"> Contracts and agreements Daily business communication Project cooperation Technical communication 	<ul style="list-style-type: none"> Suppliers management Data security and privacy protection Green mobility A transparent and fair business environment Boosting the development of enterprises within the ecosystem
Community public 	<ul style="list-style-type: none"> Public welfare projects Community activities Volunteer activities 	<ul style="list-style-type: none"> Public charity Barrier-free mobility Rural revitalization Environment and biodiversity conservation
NGOs 	<ul style="list-style-type: none"> Project cooperation Participating in external meetings Sharing results 	<ul style="list-style-type: none"> Efficient energy management Green mobility Responding to climate change Safety protection of drivers and riders Transparent and fair business environment Suppliers management Environment and biodiversity conservation
Media 	<ul style="list-style-type: none"> Media interviews Press conferences Daily communication Corporate websites and social media interactions 	<ul style="list-style-type: none"> Safety protection of drivers and riders Data security and privacy protection Drivers' ecosystem User service and experience Green mobility
Experts 	<ul style="list-style-type: none"> Topic-based cooperation Research and investigation Visites and communication 	<ul style="list-style-type: none"> Safety protection of drivers and riders Data security and privacy protection Drivers' ecosystem Green mobility Employee rights and interests protection

In 2023, we have conducted systematic and comprehensive stakeholder surveys. We distributed questionnaires on sustainability issues to various stakeholders, including the company's management, employees, drivers, and users, through various channels. Subsequently, we collected their opinions and suggestions regarding the company's sustainability to gain insights into their concerns on these important matters.

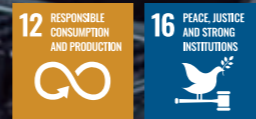
Based on the survey results, we identified a total of 23 material issues based on two dimensions: "importance to the company" and "importance to stakeholders". These topics were selected considering the company's strategic focus, industry characteristics, and business features. We also took into account relevant sustainability standards (e.g., GRI Standards) and guidelines (e.g., SDGs) to create a final matrix of material issues.



- | | | | |
|--|--|--|--|
| 1 Corporate governance | 7 Rural revitalization | 13 Technological innovation | 19 Employee health and safety |
| 2 Business ethics and anti-corruption | 8 Public charity | 14 A transparent and fair business environment | 20 Green mobility |
| 3 Communications with stakeholders | 9 Data security and privacy protection | 15 Suppliers management | 21 Efficient energy management |
| 4 Drivers' ecosystem | 10 Safety protection of drivers and riders | 16 Diversity, equality and inclusion | 22 Environment and biodiversity conservation |
| 5 Boosting the development of enterprises within the ecosystem | 11 User service and experience | 17 Employee rights and interests protection | 23 Response to climate change |
| 6 Barrier-free mobility | 12 Intellectual property protection | 18 Employee training and development | |

SAFETY & SECURITY

DiDi takes effective measures to safeguard drivers and riders, protect information and data security, and maintain a fair and transparent business environment.



We are well aware that safety is the cornerstone of our endeavor - To Build a Better Journey. It is our bounden duty to safeguard drivers and riders as well as information and data security. Running business in line with ethical and operational standards is essential to our sustainable development.

Consolidating Safety Foundation

- We have established the DiDi Comprehensive Safety Management Committee, comprising **6** specialized safety committees. These committees focus on coordinating and developing safety management comprehensively across the organization.
- We have been granted over **100** security-related invention patents.
- Safety performance has been linked to the remuneration of the management **in charge of the business**.
- The employee safety trainings on production safety, information security, operation safety, compliance safety, and organization safety have collectively covered a total of about **28,000** person-times.

Safeguarding Drivers and Riders

- We implement the corporate culture and value of "Safety First".
- We have established the **Traffic and Production Safety Committee** under the DiDi Comprehensive Safety Management Committee.
- We have launched the **Safety Center feature**, which makes DiDi the first ride-hailing company in China to integrate core safety features on the App homepage for easy user access.
- Nearly **1,500** employees stay online 24/7 to handle cases of trip safety.
- IVR (Interactive Voice Response) outbound calls have reminded people to use seat belts **1.79 billion** person-times. Among them, approximately **514 million** person-times are about the use of rear seat belts.

Ensuring Information Security

- We have established the **Information and Data Security Committee** under the DiDi Comprehensive Safety Management Committee.
- We have obtained management system certificates of **ISO 27001, ISO 20000, ISO 22301, and ISO 27701**.
- We have completed the cybersecurity classified protection registration for more than **40** systems, including ride-hailing information systems, basic network systems, and big data platforms, and conducted the Level 3 assessment of the cybersecurity classified protection.
- A "**Personal Information Management Center**" has been established within the DiDi App, making personal information protection transparent to users.
- We have organized the **internal audit for the annual App inspection of all business lines**, to help protect safety and compliance.
- We have founded **DiDi Supervisory Committee for Personal Information Protection**, an oversight body composed mainly of external experts.
- The DiDi Information Security Compulsory Course for 2023 has achieved a training coverage rate of **100%**.
- We have organized special training sessions on information security for our business lines, with over **4,580** participants.

Standardizing Operation

- The pass rate of employee compliance training assessment was **100%**.
- We have provided anti-corruption training sessions for all employees, engaging over **30,720** person-times.

1.1 Consolidating Safety Foundation

Without safety, everything is null and void. At DiDi, we place utmost importance on safety strategy and management, understanding that safety underpins the value we create for our users. Through establishing codes of conduct, optimizing organizational structures, refining institutional systems, and implementing safety responsibilities, we are dedicated to building a safe and reliable mobility environment. Our goal is to provide every user with a service that is both trustworthy and comfortable.

Safety has always been a top priority for our development in the past, present, and future. We adopt "Zero Safety Incidents" as our ongoing safety vision and goal for safety. We adhere to "DiDi's 10 Safety Principles" as our safety behavioral guidelines, serving as a concrete manifestation of our safety consciousness and a guiding principle for our actions.


DiDi's 10 Safety Principles

- 1 Without safety, everything is null and void. Safety is the cornerstone of DiDi's development.
- 2 Managers must personally engage in frontline safety work. Leaders must be responsible for safety, and anyone who manages a business must also manage safety.
- 3 Frontline employees are encouraged to proactively report potential hazards. Safety is closely connected to every employee.
- 4 Safety initiatives must begin with a clear recognition of significant potential risks to the business. Avoid ignorance, fearlessness, and a fluke mentality.
- 5 Each incident must be reviewed. The purpose is to prevent recurrence, not to assign blame. In the event of severe accident, managers are obligated to assume responsibility.
- 6 Preventing incidents from happening is the foremost duty of safety efforts. It requires a continuous reassessment of business processes to identify and implement effective strategies.
- 7 One must clearly observe the changes in data to verify the effectiveness of all safety measures and continuously drive iteration.
- 8 Strictly enforce the primary responsibility for work safety and strictly comply with all industry safety regulations. Innovative businesses should aim to develop and solidify new safety management methodologies and actively work towards their adoption as industry standards.
- 9 Engage in open and transparent communication with the public, proactively disclose issues, invite scrutiny from all sections of society, and collaboratively build and govern together.
- 10 Safety is an ongoing mindset. While absolute safety may not be possible, zero safety incidents is the vision that we keep striving for.

Organization management

In order to achieve more comprehensive, effective, and hierarchical risk control, we have established the DiDi Comprehensive Safety Management Committee, which is composed of six specialized safety committees for coordinating and carrying out safety governance from their respective aspects: traffic and production safety, information and data security, event operation safety, compliance safety, organization construction and employee development security, and international risk safety.





Responsibilities of the DiDi Comprehensive Safety Management Committee

- Soundly improving the safety awareness at all levels of the company
- Strictly implementing laws and regulations and regulatory requirements
- Investigating and deciding on the company's major safety issues
- Prudently assessing the company's internal and external risks
- Perfecting safety management system and mechanism
- Guiding special committees on their key work

Responsibility implementation

We have appointed our business managers as the key figures in charge of safety. Their commitment to safety is formalized through the DiDi Letter of Workplace Safety Responsibility Statement for 2023, which serves as a crucial document in evaluating their safety management and performance. To further enhance our safety protocols, we've established the DiDi Safety Management Incentive and Penalty Policy. This policy not only clarifies the safety responsibilities of all levels but also outlines the rewards and penalties associated with them. We reward those who excel in safety performance, while managers whose negligence leads to safety incidents face consequences such as deductions in performance bonuses, restrictions on annual evaluations, loss of promotion opportunities, demotion, and even dismissal. These measures are designed to ensure that safety management is effectively enforced.

In addition, we have established a special safety honor incentive program to particularly recognize the outstanding performance of excellent employees in safety work. In 2023, we have set up five major safety awards, establishing a unique youth-oriented approach to DiDi's safety work from nine major dimensions. By combining annual selection with daily promotion, we fully convey and clarify the direction, forming a safety influence that attracts the attention of all employees.

1.2 Safeguarding Drivers and Riders

Safeguarding drivers and riders is not only their fundamental requirement but also the cornerstone of the company's service quality. We have established a three-level product framework in compliance with relevant laws and regulations. We strictly review drivers' qualifications, and provide safety features and services, including real-time positioning and emergency calling. Additionally, we have developed a comprehensive safety assurance mechanism that spans the entire order journey, from pre-order to post-order. Furthermore, we enhance driver safety education and training to promote secure and smooth experiences.

Standardized management

We have established a Traffic and Production Safety Committee under the DiDi Comprehensive Safety Management Committee. The committee is responsible for overseeing and performing duties related to safeguarding drivers and riders. Our commitment is to strictly adhere to relevant laws and regulations, and to promote the implementation of transportation safety standards and other regulatory requirements within the company.

Under the guidance of competent departments, DiDi has participated in the formulation of many industry standards and specifications, including ISO 39004 Road Traffic Safety Good Practices for Digital Platform Providers, T/CCTAS 11 Self-discipline Specifications for App-based Ride Hailing Company Safety and Security Operation, and T/CACEM 23 Online Car-hailing Business Safety Production Expense Management Guide, covering such fields as ride-hailing operation specifications, ride-hailing safety investment guidelines, ride-hailing data security guidelines, road traffic safety, and public health and hygiene, etc., to help further standardize safety systems and support and promote the standardized development of the industry.

Product-driven support

Towards the goals of achieving the four functions of reducing incidents, handling them properly treatment, fulfilling responsibilities, and public communication, we have constructed a product framework consisting of three levels: the perception layer, the prevention layer, and the foundational layer, to safeguard the safety management of online ride-hailing services.

Safety products at the perception level

To help drivers and riders improve their safety awareness, we push publicity and reminders in the form of graphics, video, audio, intercom call, pop-up windows, etc., through voice broadcasting, telephone, SMS, the DiDi Driver App and other channels.

Safety products at the perception level include three categories of products: safety center, safety education, and smart in-vehicle hardware, which can be used by our users in both on-device and offline scenarios.

Safety products at the prevention level

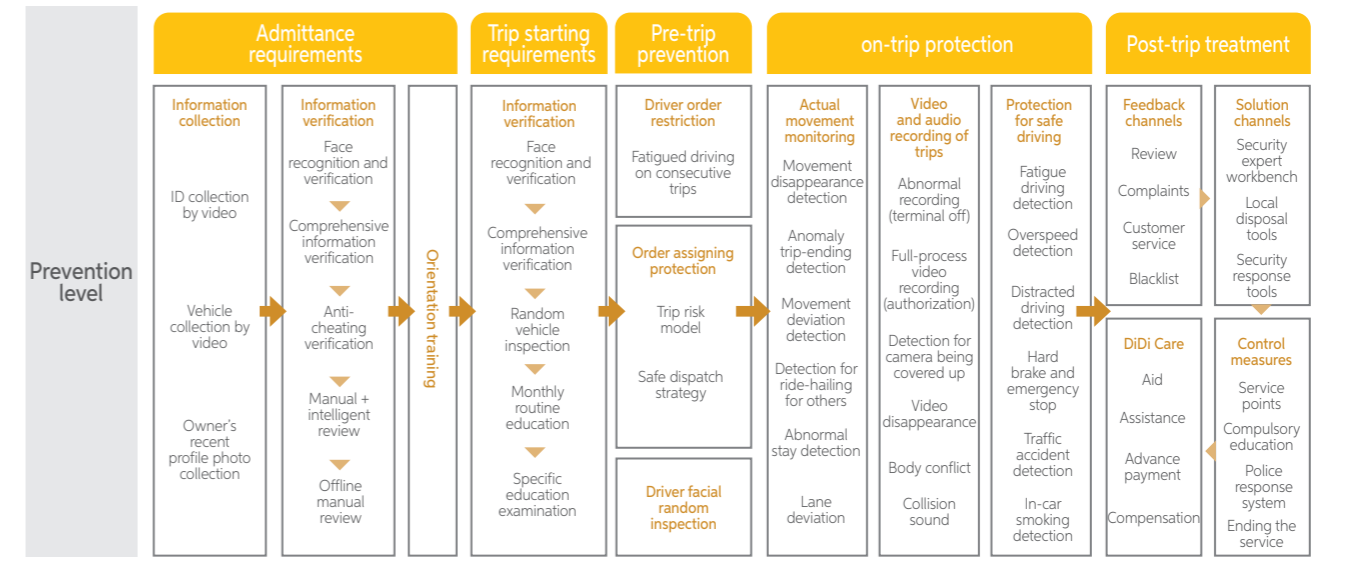
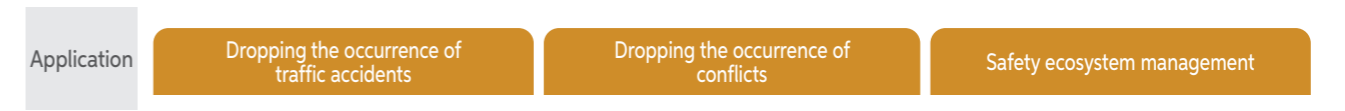
Emphasizing risk prevention and incident handling, we focus on driver admittance, trip starting requirements, and order management from pre-trip to post-trip. With authorization, we have utilized technologies such as information collection and comparison, mutual recognition of information between government and enterprises, and tracking to identify risk factors. We have used audio and video recordings, as well as safety driving products, to protect the safety of the journey. Additionally, we have established feedback channels to enhance our incident response capabilities, effectively preventing safety risks for drivers and riders, and enabling rapid handling of safety incidents.

Safety products at the foundation level

These safety products, as our internal security tools and systems, empower and improve the efficiency of those products at perception and prevention levels. By conducting big data analysis, we spot high risks about users and orders, and apply them in safety prevention applications. We have prepared security review tools to better discover problems and troubleshoot hidden dangers.

DiDi's Product Framework

In order to enhance mobility safety, we have upgraded and innovated safety products at the perception level on DiDi App, and launched the "Safety Center" feature, making us the first ride-hailing company in China to integrate core safety features on the App homepage. The "Safety Center" provides safety features and services such as "Trip Sharing" "110 Emergency Calling" and "Family and Friend Guardian". Users can view the specific status of App functions like Emergency Contact and Trip Video Recording on the Security Center, to check their mobility safety environment anytime and anywhere.



The Whole-Process Operational Risk Control

Trip control

We continuously enhance our online and offline security capabilities, implementing targeted safety controls that spans the entire order journey from pre-order to post-order, and making every effort to safeguard drivers and riders as well as the protection of their legal rights and interests.

In 2023, an average of **140,000** person-times potential cases of fatigue driving were identified, with reminders sent to drivers. IVR outbound calls have reminded people to use seat belts **1.79 billion** person-times. Among them, approximately **514 million** person-times are about the use of rear seat belts.³



³ The data was estimated based on the usage of seat belts in the sampled rider orders.

Safety-first mindset

• Creating a safety atmosphere

We have actively responded to the call of safety management, with a focus on carrying out theme activities such as the June Safety Production Month, November Fire Prevention Month, and December Traffic Safety Day, committed to continuously enhancing the safety awareness and creating a safe atmosphere.

• Conducting training

We have developed an annual driver safety education and training plan, conducting monthly education for drivers. The educational themes cover aspects such as driver and rider safety, policy regulations, occupational health, defensive driving, professional ethics, hazard identification, vehicle safety, energy conservation and emission reduction, and emergency response, thereby enhancing drivers' safety awareness.



Traffic safety training

• Promoting safety concept

In order to further strengthen the safety awareness of drivers and riders, and widely disseminate the concept of safety and civilization, we have launched a traffic safety culture publicity project, aiming to create a harmonious and safe traffic environment.

DiDi works with the traffic police platform on a publicity project of traffic safety culture

DiDi and the traffic police platform jointly launched "DiDi's Traffic Police Bear", a publicity project for traffic safety culture. Since September 2023, the project has been carried out in many major cities, including Qingdao, Tianjin, Jinan, Nanjing, Wuxi, and Suzhou. Over a dozen "Traffic Police Bear" cartoon figures have been installed in popular business districts, landmark buildings, and important transportation hubs as attractions for visitors, and we also created unique "Traffic Police Bear" surprise cars.

Additionally, we have closely collaborated with local police departments in various locations to produce a series of "One Helmet, One Belt" traffic safety educational videos, working together to foster a harmonious and secure traffic environment.



• Contributing industry value

We have actively contributed our expertise and participated in the preparation of the group standard Enterprise Safety Culture Star Construction Measurement Specification, which is led by the China Association of Work Safety, to further promote the construction and development of enterprise safety culture.

1.3 Ensuring Information Security

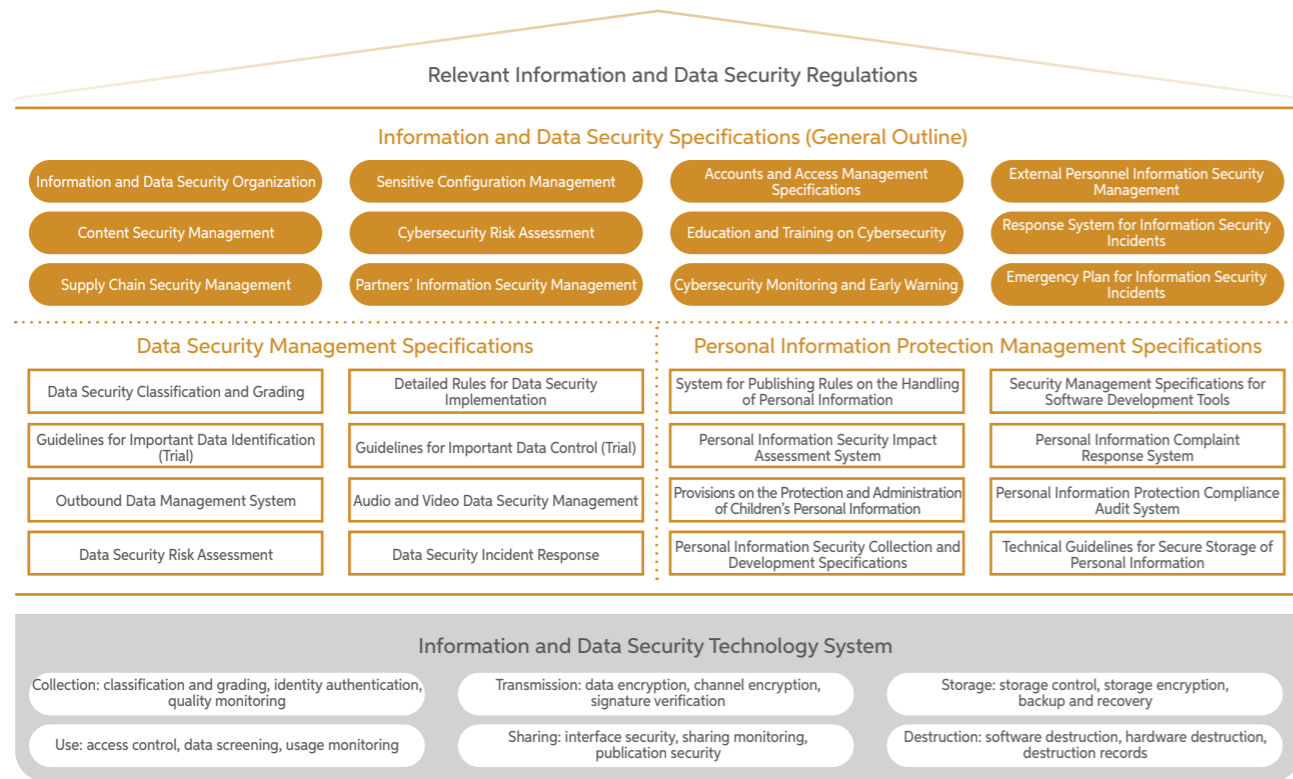
Information and data security are paramount. We safeguard the security of information and data and user privacy through robust management organizations, standardized frameworks, advanced technological measures, rigorous certifications, and strict internal and external supervision.

Organization management

Within the DiDi Comprehensive Safety Management Committee, we have constituted the Information and Data Security Committee to oversee the strategic planning and execution of personal information protection and data security initiatives. This framework is underpinned by a well-defined and efficient organizational structure that includes specialized committees such as the Cybersecurity Committee, Data Security Committee, Personal Information Protection Committee, and Algorithm Security Committee, as well as the Supervisory Office and the Secretariat, ensuring comprehensive coverage and coordination in safeguarding information and data security.

Systems and specifications

We strictly comply with the local laws and regulations regarding network and data security, as well as the protection of personal information in the places where we operate. We have set up an information and data security protection framework with the DiDi Information and Data Security Specifications as the general outline. The framework covers a cybersecurity and information security management system, data security management system, a personal information protection management system, and information and data security technology system. It provides all-round protection for the company's information and data security from the perspective of systems and specifications.



DiDi Information and Data Security Framework

Furthermore, as a member of the WG5, WG7 and SWG-BDS working groups of the National Technical Committee 260 on Cybersecurity of Standardization Administration of China, we partook in the formulation of such standards as GB/T 42017-2022 Information Security Technology – Data Security Requirements for Online Ride-hailing Services, GB/T 41391-2022 Information Security Technology – Basic Requirements for Collecting Personal Information in Mobile Internet Applications, etc., contributing to standard management of information security in China.

Safeguard measures

Certification and Assessment

Completed the cybersecurity classified protection registration for more than 40 systems, including ride-hailing information systems, basic network systems, and big data platforms, and undergoing the Level 3 assessment of the cybersecurity classified protection.

Obtained management system certificates of ISO 27001, ISO 20000, ISO 22301, and ISO 27701, covering information security, information technology services, business continuity, and personal privacy protection.

Being one of the pioneering companies to obtain a **Two-star Label Certificate for The Personal Information Protection Impact Assessment**.

Obtained the first certification for data security capability of online ride-hailing service in China.



• Network security assurance

A cybersecurity risk perception platform covering hosts, terminals, networks and applications has been built, which helps effectively prevent, respond to and cope with cybersecurity attack incidents, safeguarding network security and stability.

• Data security assurance

A unified data grading and classification system has been established, according to which data assets are classified into four categories and five security levels based on objects and degrees of data impact. Each category corresponds to specific security management measures, ensuring comprehensive coverage throughout the data lifecycle.

We have deployed a variety of measures for different stages, including data identification, link encryption, data encryption storage, access control, disk encryption, data desensitization, and data watermarking, to ensure the lawful and compliant use of data and to safeguard data security.

• Personal privacy protection

To better inform our users about how DiDi processes their personal information, we have prepared a series of documents on privacy protection policy, including DiDi Personal Information Processing Rules, the Children's Personal Information Processing Rules, etc.

In providing mobility service, the DiDi App features compliance governance that integrates the policy regulations from various regulatory departments, special regulatory requirements, inspections by third-party professional institutions, and privacy compliance requirements of the mobile application market. A "Personal Information Management Center" has been established within the App, making personal information protection transparent to users. Through this interface, users can manage such functions as query, correction, deletion, withdrawal, and export of their personal details, as well as permission management and user rights and interests consultation.

In the meantime, we employ security measures such as encryption, access control, de-identification and anonymization in our application and storage of sensitive personal information. We preserve user personal information within the time limit specified by laws, regulations and agreements, and securely delete or anonymize any such information upon expiry, to fully protect the legitimate rights and interests of users.

1.4 Standardizing Operation

Audit and supervision

We actively carry out special internal audits on information security and data security, promptly identifying and plugging gaps, and improving mechanisms. In 2023, we performed a self-assessment of business risks from the perspectives of personal information protection, data security, and network security, and also engaged external experts for reviews. For information security, we organized the internal audit for the annual App inspection across all business lines and initiated supplier audits targeted on the “personal information sharing” scenarios, covering over 100 suppliers in 2023.

At the same time, we enhance external oversight and fully comply with the relevant provisions on personal information protection as well as the laws and regulations of the areas where we operate.

External Supervision:

On November 22, 2023, we established **DiDi’s Supervisory Committee for Personal Information Protection**, a supervisory body composed mainly of external experts. As a third-party supervisor, the Committee presents independent and professional opinions, and provides strategic support for DiDi’s strategies and actions for personal information protection.

Education and training

To ensure all our employees fully grasp the significance and their responsibilities regarding information and data security protection, we offer ongoing education and training sessions on these topics. For newly recruited employees, we provide orientations covering key facts of information security; for professional security personnel, we provide business line-specific training and build an assessment mechanism for important training.

To secure strict compliance of product development in our business lines with regulations on personal information protection and to upgrade capabilities of compliance design, we have provided special product development training entitled “App Personal Information Protection Compliance Practices”.

The DiDi Information Security Compulsory Course for 2023 has achieved a coverage rate of **100%**.

The orientation covering key knowledge of information security for new employees amounted to **160** minutes, recording a training coverage rate of over 80%.

We have organized special training sessions on information security for our business lines, with over **4,580** participants.

Upholding the management philosophy of “Improve organizational management and remove barriers to DiDi’s development”, we abide by business ethics, advocate for fair competition, and contribute to build a transparent business ecosystem characterized by “integral, incorruptible, win-win”, ensuring the sustainable and healthy development of our operations.

Compliance management

We have established committees such as an Event Operation Safety Committee and a Compliance Safety Committee under the DiDi Comprehensive Safety Management Committee. We clearly define the compliance management responsibilities at all levels and departments, enhance the governance layer’s compliance control functions, and solidify the compliance management responsibilities at the operational level, thereby improving the standard of compliance management.

Robust systems

We have established comprehensive risk control compliance management systems, including the DiDi Code of Ethics and Conduct, the Standards and Guidelines for Risk Control and Compliance, and the Internal Audit Charter, to clarify the leadership responsibilities, organizational system, work mechanisms, and other key aspects of compliance management.

We have established and refined our compliance obligation identification and risk warning system, ensuring regular scrutiny of compliance risks. We have enhanced our compliance review mechanisms to swiftly address non-compliant issues with corrective demands and recommendations. Compliance reviews are now seamlessly integrated into every business management process, with a robust assessment mechanism in place to reinforce compliance management. Our commitment to bolstering the compliance management workforce includes the ongoing recruitment of multidisciplinary experts in law, finance, business, and investment, thereby safeguarding the execution of compliance management tasks.

Awareness enhancement

We have intensified our compliance training efforts to cover all our employees and make the compliance training and publicity more targeted and graded, to help all employees build their compliance awareness. We have established a full-covering, targeted and regular training system, and specified the “three-must” principle which goes: managers, new employees, and employees transferred to new positions must receive compliance training. According to the business characteristics of DiDi, compliance training is provided especially for key fields, personnel, and links, combining knowledge of compliance with job responsibilities and business skills, to promptly convey the latest laws and regulations, policy requirements, and industry rules to the employees.



Anti-corruption and anti-fraud

We maintain a stance of zero tolerance towards corruption, strictly prohibit bribery and corruption in any form, strictly observe the anti-corruption laws and regulations of the countries and regions where we operate, and keep refining our anti-corruption system, building anti-corruption and anti-fraud awareness, and optimizing the response mechanism.

Systems and specifications

For our employees, we have formulated several special systems and specifications, including the General Anti-Corruption Policy, the Policy on Forbidden Deeds, the Transparent Reporting System, and the Management Policy for Gifts Giving and Receiving, to explicitly prohibit commercial bribery, kickbacks or other fraudulent and irregular behaviors. Employees are required to sign the Integrity and Self-discipline Agreement and other relevant agreements when joining the company, to clearly inform them of the importance of integrity.

For partners, we have prepared several systems, including the Partner Compliance Management Policy, and the Policy on Anti-Corruption Compliance Management of Third Parties, and our partners are required to sign relevant agreements including the Trust and Integrity Agreement for Partners, and the Code of Business Conduct for Partners.

Awareness enhancement

We provide anti-corruption compliance training for new employees, annual anti-corruption compliance training and tests for employees, special anti-corruption compliance training for key positions, and anti-corruption compliance training for key partners including suppliers, in order to build and intensify the anti-corruption awareness of our employees and external partners.

In 2023, we have provided anti-corruption training sessions for all employees (including regular employees, project service personnel and interns), covering over **30,720** person-times. The pass rate of employee compliance training assessment was **100%**.

Institutional guarantee

We have established a mechanism of collective assessment and dispute review involving representatives from department of risk control, human resources, legal affairs, business, union, etc., to ensure legal, compliant and fair investigation and handling of fraud and violations.

We consistently carry out rectification on fraud and corruption and obtain information by proactive measures of reporting interest conflicts, reporting gifts giving, and supplier compliance due diligence investigation, to verify and deal with fraud and corruption in a timely manner.

We offer multiple reporting channels, including reporting email, reporting hotline, WeChat public account, Honesty & Integrity official website, letters and reporting visits, encouraging all employees, business partners and other relevant parties to report to us any instances of corruption, fraud and violations involving DiDi employees.

E-mail: jubao@didia.com
Phone number: 010-62962880
WeChat public account: DiDi Honesty & Integrity
Official website:
<https://qingfeng.didiglobal.com>
Mailing address: Risk Control and Compliance Department (Recipient), at Weiming Shitong R&D Building (No. 2), Courtyard No. 10, East Xibeiwang Road, Malianwa Subdistrict, Haidian District, Beijing

Furthermore, we are committed to the stringent safeguarding of whistleblowers' information and legal rights. We have formulated the DiDi Whistleblower Incentive and Protection Policy, which stipulates the principles of confidentiality and the prohibition of any form of retaliation. We have implemented technical isolation for reporting channels, with a dedicated server for the reporting email and a dedicated line for the reporting hotline. Each channel is overseen by specialized staffs, providing robust assurance for the implementation of whistleblower information protection measures.

Fair competition

Regulatory guidance

We have formulated a series of documents, including the Compilation of Anti-Monopoly Laws and Regulations, the Study of Typical Internet-related Anti-Monopoly Cases, and the DiDi Anti-Monopoly Compliance Manual, which are solid reference and guidance for both front-line employees and decision makers. These documents meticulously provide detailed introductions to the major anti-monopoly laws, regulations and departmental rules, give explanations to the laws by studying real typical cases, and present key compliance points and suggestions in light of the company's business features.

Awareness enhancement

We have launched a dedicated competition compliance education column on our company's intranet, targeting all employees with information on anti-monopoly legal provisions, compliance recommendations, and real-case scenarios. This initiative is aimed at enhancing the awareness and capabilities of all staff in terms of competition compliance. By the end of 2023, we have accumulated more than ten issues, covering various topics including monopoly agreements and concentration of undertakings.

Transparent taxation

Following the principle of integrity in tax payment, on the premise of being legal and compliant, we integrate business rationality and operational planning into our tax strategy, formulating appropriate tax management policies. In line with statutory obligations, we ensure the periodic disclosure of pertinent tax-related information.



TECHNOLOGY-DRIVEN DEVELOPMENT

DiDi contributes to sustainability through digital technology, fostering an ecosystem of innovation while leading the industry forward to create thoughtful and providing technology with empathy and warmth.



DiDi has leveraged technological innovation and advances in the pursuit of development, which epitomizes the fast growth of new quality productive forces. In recent years, we have invested heavily in technologies that help advance the industry and collaborated with our partners with an open mind to create an ecosystem that benefits all. We have been actively involved in research project collaborations and devised plans for training more tech professionals. We have been striving to make technology an integral part of everyday life, spreading the warmth of technology to more people. We have promoted innovation in and applications of big data and artificial intelligence, and embraced all the changes and challenges brought by new quality productive forces. All these efforts have helped to build our competitiveness and also facilitated the transformation of mobility.



Technology Drives Innovation

- We have built **2** scientific research bases.
- We have owned a total of **4,816** authorized patents.
- We have established GAIA Collaborative Research Funds for Scholars, and have entered into profound cooperative relationships with nearly **20** universities and research institutions, including Tsinghua University.
- We have undertaken more than **250** scientific research cooperation projects.
- We have over **100** co-authored papers published in top conferences/journals.



Technology Drives Industry Development

- We master the core technologies of shared mobility – scene perception, intelligent interaction, decision intelligence, intelligent scheduling, and mobility safety.
- DiDi Bike is built in with intelligent VCU and wheel hub lock technology, enabling up to **95%** of the users to park bikes in designated areas.
- Orange Charging has covered more than 190 core cities, with a cumulative charging volume of over **15.4 billion kWh**.
- By the end of 2023, DiDi's Robotaxis have been operating safely for more than **1,300** consecutive days in road tests.
- We provide autonomous driving services to users in our operation areas in Shanghai and Guangzhou.



DiDi Tech for Good

- We have provided more than **130 million** mobility services to **4.5 million** elderly people in **355** cities.
- We have donated around **3,000** smart mobility signboards.
- The "Accessible Service for Guide Dog Users" service has covered **139** cities, and more than **2.95 million** drivers have completed the accessibility service certification.

2.1 Technology Drives Innovation and Cooperation

Investments and honors

We are committed to investing resources in technological innovation. Through fostering collaboration on research projects and enhancing talent development, we propel our capabilities in technological innovation.

Scientific research projects

We were responsible for establishing and operating two scientific research bases, Beijing Enterprise Technology Center and Beijing Engineering Laboratory. We have also taken on multiple scientific research projects in fields of smart mobility, artificial intelligence, and autonomous driving, enhancing our own R&D capabilities and innovation skills, and jointly promoting technological advancement.

DiDi has been approved to conduct a key project of “New Energy Vehicles” under the China National Key R&D Program

In December 2023, DiDi worked with Tsinghua University and Tongji University in the application for a key project of “New Energy Vehicles” under the China National Key R&D Program, which is called “The Technology of Risk Perception, Quantitative Assessment and Safety Decision-making for High-level Autonomous Driving in Complex Driving Settings”, and the application has been officially approved by the Chinese Ministry of Science and Technology.

DiDi has been approved to conduct a project on artificial intelligence by Beijing Municipal Science and Technology Commission

In October 2023, DiDi was officially approved by the Beijing Municipal Science and Technology Commission to specialize in the field of artificial intelligence: “Research and Demonstration Application of Key Technologies for Content Security and Ethical Risk Detection of Generative Artificial Intelligence”.



Talent development

We have established several special development plans to attract and cultivate R&D talents, such as the “DiDi Elite Program” and “Future program”, to enhance R&D capabilities and strengthen talent construction.

DiDi Elite Program

As a leading technical talent program, “DiDi Elite” aspires to discover and cultivate top-tier scientific and technological talents with exceptional quality and potential, deeply involving them in our core, major, and cutting-edge projects. At present, “DiDi Elite” program has established a variety of communication platforms, successfully attracting hundreds of outstanding students from universities such as Tsinghua University, the University of Science and Technology of China, the University of Chinese Academy of Sciences, Shanghai Jiaotong University, and Wuhan University.

Future program

“Future Program” is a comprehensive development program designed specifically for new graduates in production and technology positions. This program encompasses three elements of learning: product and technical expertise, professional skills, and cultural awareness, designed to enhance comprehensive competencies, enable career development, and prepare for future production and technique professional talent pool. The “Future Program” combines instructor-led learning, online learning, practical project experience, sharing sessions, mentorship, and executive coaching to ensure professional development for the future.

In 2023, “Future Program” was supported by 105 experts from various departments who engaged in teaching, sharing, and coaching. The program conducted a total of 69 training sessions, covering 4,236 person-times, with an average satisfaction rating of 4.93 out of 5. Additionally, 20 cultural activities and intranet information-sharing sessions were organized, reaching a total of 196,949 person-times, with an average project satisfaction rating of 4.94 out of 5.



Honors and awards

Over the recent years, we have been recognized by many Chinese and international institutions in terms of our investment in technological innovation, demonstrated by our winning of many important awards.

Awards in China

<p>In 2023, DiDi won the second prize for technological invention from the China Computer Federation (CCF) Science and Technology Achievement Award.</p> <hr/> <p>In 2023, DiDi Bike won the “Huaxia Construction Science and Technology Award” from the Ministry of Housing and Urban-Rural Development with its project “Key Technologies and Applications for Order Management of Urban Bike and E-Bike Sharing Based on High-Precision Positioning”.</p> <hr/> <p>In 2022, DiDi won the first prize for technological progress from the China Computer Federation (CCF).</p> <hr/> <p>In 2020, DiDi won the Excellent Science and Technology Progress Award of the China Computer Federation (CCF) Science and Technology Awards.</p> <hr/> <p>In 2020, DiDi won the Gold Award for the Satellite Navigation and Positioning Science and Technology Innovation Application Award.</p> <hr/> <p>In 2017, DiDi won the Excellent Science and Technology Progress Award of the China Computer Federation (CCF) Science and Technology Awards.</p>	<p>In 2023, DiDi won the second prize for innovation in industry-university-research cooperation from the China Industry-University-Research Institute Collaboration Association.</p> <hr/> <p>In 2023, DiDi Bike won the China Patent Award from the State Intellectual Property Office with its invention patent “A Method, System, Device And Storage Medium For Setting No-Parking Areas For Vehicles”.</p> <hr/> <p>In 2020, DiDi won the special prize of the Science and Technology Progress Award from China Association of Automobile Manufacturers.</p> <hr/> <p>In 2020, DiDi won the second prize in the Science and Technology Award of China Intelligent Transportation Systems Association.</p> <hr/> <p>In 2019, DiDi won the first prize in the China Highway and Transportation Society Science and Technology Award.</p> <hr/> <p>In 2020, DiDi won the first place in the Driver Gaze Prediction in the Emotion Recognition in the Wild 2020 (EmotiW2020).</p> <hr/> <p>In 2019, DiDi was awarded the Daniel H. Wagner Prize for their “Ride-hailing Order Dispatching via Reinforcement Learning”.</p>
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International awards

<p>In 2022, DiDi autonomous driving product design won the German Red Dot Design Award.</p> <hr/> <p>In 2020, DiDi won the first places in the globe in two tasks of “Transfer Learning” and one task of “Image Matching” at CVPR 2020.</p>	<p>In 2020, DiDi won the first place in the Driver Gaze Prediction in the Emotion Recognition in the Wild 2020 (EmotiW2020).</p> <hr/> <p>In 2019, DiDi was awarded the Daniel H. Wagner Prize for their “Ride-hailing Order Dispatching via Reinforcement Learning”.</p>
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Intellectual property protection

We have established comprehensive protection frameworks and management regulations for intellectual property, which undergo continuous refinement and updates. By the end of 2023, we had refined and updated several regulations and standards, including the DiDi IPR Patent Practice Manual, the Patent Quality Inspection Specifications, the Domain Name Management Specifications, etc.

To consolidate the company’s intellectual property protection system and enhance our competitive edge, we have prepared the Regulations of Rewards for Innovative Proposals and Patents, according to which the employees with the right of signature as inventors/designers are granted “patent bonuses”, aiming to foster a positive atmosphere for innovation and incentivize greater enthusiasm for technological innovation.

By the end of 2023, DiDi had applied for **10,839** patents, with **8,324** being invention patents, accounting for approximately **76.8%** of the total. Additionally, a total of **4,816** patents had been granted, including **2,669** invention patents, making up approximately **55.4%** of the total.

Specifically, in 2023 alone, DiDi applied for **857** patents and has been granted with **960** patents.

Technology ecosystem

We uphold the principle of open and win-win partnership, and build an open and cooperative technology ecosystem through “Industry-University-Research” collaboration and open-source technology initiatives.

Industry-University-Research collaboration

To further strengthen DiDi’s “Industry-University-Research” collaboration, we established the DiDi Industry-University-Research Collaboration Committee in April 2021, which is responsible for guiding the “Industry-University-Research” direction, formulating strategies on scientific research cooperation, determining key technical orientations, reviewing scientific research cooperation topics, and promoting the upgrading of the cooperation mechanism. Since its establishment, the committee has been deeply engaged in dozens of top academic and industry conferences in data mining, artificial intelligence, computer vision, etc.

In 2017, DiDi collaborated with the China Computer Federation (CCF) to establish the DiDi Big Data Joint Laboratory and launched the GAIA Collaborative Research Funds for Scholars. DiDi has established in-depth cooperative relationships with nearly 20 universities and research institutes, including Tsinghua University, Shanghai JiaoTong University, Wuhan University, and the China Computer Federation, and has carried out joint

research projects with scientific research teams from more than 30 institutions. The goal is to jointly explore new modes of university-enterprise research cooperation, to promote the application of cutting-edge technologies in the mobility sector and to continue creating value for users and society.

Since 2017, there has been a total of over 250 projects under the GAIA Collaborative Research Program. In terms of academic influence, we have jointly published more than 100 papers in top conferences/journals and applied for more than 80 patents; in terms of talent training, we have jointly trained more than 100 doctoral/master candidates with different universities; as for the awards, we have won many significant awards widely recognized in the industry, including the Wu Wenjun AI Science and Technology Progress Award, the China Association of Automobile Manufacturers Science and Technology Progress Awards, and the CCF Science and Technology Awards.

Tsinghua University-DiDi Joint Research Center for Future Mobility held the Annual Technical Exchange Conference in 2023

On May 10, 2023, Tsinghua University-DiDi Joint Research Center for Future Mobility held the 2023 Annual Technical Exchange Conference. This event served as a platform for faculty and students from Tsinghua University, as well as DiDi employees, to engage in further communication and interaction. It has yielded promising results in the active exploration of joint research, academic exchange, talent cultivation, and discipline development.



DiDi shared the innovative practices in smart mobility at CNCC 2023

In October 2023, at the 20th China National Computer Congress (CNCC) held in Shenyang, which is hosted by the China Computer Federation (CCF), DiDi's co-founder and CTO Bo Zhang shared the exploration and practice of large-scale application and commercialization of DiDi L4 autonomous driving technology.



2.2 Technology Drives Industry Development

We fully leverage our strengths in data and application scenarios, integrating advanced technologies such as artificial intelligence, deep learning, positioning algorithms, and digital networks into business scenarios in order to drive industry technology forward towards greater safety, efficiency, and innovation.

Core technologies of shared mobility

By providing a full range of mobility solutions including express, premier, luxe, online taxis, carpooling, and hitch, we have built an online dynamic multilateral trading market based on multiple services, providing both drivers and riders with high-quality transaction services around the clock.

We holistically leverage cutting-edge knowledge from diverse disciplines, including artificial intelligence, economics, operations research, and decision intelligence, among others, to actively drive technological innovation in mobility.

Sensible	Navigation	Decision-making	Scheduling	Safety
Key technology 1 Innovation in scene perception technology	Key technology 2 Innovation in map technology	Key technology 3 Innovation in decision intelligence technology	Key technology 4 Innovation in intelligent scheduling technology	Key technology 5 Innovation in mobility safety technology
<ul style="list-style-type: none"> Mapping: mapping based on 3D scene reproduction Visual positioning: Camera position estimation based on 2D-3D matching AR guidance: route guidance based on AR interaction 	<ul style="list-style-type: none"> Indoor maps: indoor floor plans and accurate indoor POI locations Refined maps: fine maps categorized by residential areas, scenic spots, transportation hubs, etc. Pedestrian navigation maps: being pedestrian-centric, containing walking navigation data 	<ul style="list-style-type: none"> ETA: Estimated time of arrival for a future trip Intelligent agent reinforcement learning: Multi-agent reinforcement learning simulation environment to enhance the model's generalization ability 	<ul style="list-style-type: none"> Intelligent operation: based on causal inference, achieve dynamic and real-time adjustment of business operations. Matching recommendation: multiple pairs of intelligent matching systems for global optimization solutions Dynamic supply-demand forecast: multiple pairs of combined and optimized intelligent matching systems, to reach global optimization solutions 	<ul style="list-style-type: none"> ADAS: In response to unforeseen circumstances, to issue timely warnings to promote mobility safety DMS: Identifying driving risks and providing timely intervention to promote mobility safety

Global mobility technology

Faced with intense competition in the global market, we are continuously enhancing our R&D capabilities and cultivating a global DiDi team of top engineers and tech experts. Our research focus on the most cutting-edge technologies, enabling us to persistently drive innovation in industry technology.

Capacity building of cross-border data platforms

To ensure the security of critical data and information, and to enhance the ability to control domestic and international cross-border traffic, we have built the core architecture of the "Cross-Border Customs Zone Capability" from four modules: Customs Zone Platform, Layer 4 Traffic Proxy, Layer 7 Traffic Proxy, and Traffic Mirroring. This includes a comprehensive set of platforms and tools, such as the Customs Zone Platform, automated scanning, self-service migration, and data ledger. We have implemented cross-border ledger functionality, providing multi-dimensional and multi-angle cross-border data analysis for regulation, information security, technology, and business. We have designed a system data filing process and framework, significantly improving business efficiency.

Building the "I18N & L10N Platform" and content delivery capabilities

As the primary technical capabilities needed for building international infrastructure, "I18N & L10N" enable us to adapt nine types of localization elements, including languages, exchange rates, currencies, and date and time formats. These capabilities are not only stable and easy to use, but also highly flexible and expandable, and they allow us to quickly adapt to the needs of different international markets. Our platform also provides systematic solutions for international localization scenarios and has been widely utilized in our international business.

By the end of 2023, 80% of DiDi's business was covered by "I18N & L10N", with more than 600 services supported. Our dedicated copywriting platform has been used to generate over 1.2 million pieces of text in more than 10 languages and provides translation services for DiDi's international business.

X-Lab: Fully-simulated remote environment technology

To overcome obstacles associated with remote work like different regions, networks, and languages, we developed X-Lab, a fully-simulated remote environment built from a massive trove of data, virtual simulation environments, decision-making algorithms and city databases to create a digital space for virtually experiencing "sim cities". By extensively applying our product experience, R&D self-testing, feature testing, design walkthroughs, and troubleshooting in the international business context to "digitize" our global business and "visualize" personnel roles, we've enabled our technical personnel in China to more accurately and meaningfully experience and understand our international business operations, which in turn optimizes our testing efficiency.

Two-wheeled vehicle sharing

DiDi offers two-wheeler services that cover both bike and e-bike sharing, serving as one of the modes of transportation to meet the travel needs of urban residents, and can effectively solve the "last mile" problem of public transportation.

In terms of **intelligent management of two-wheelers**, we have employed multiple technologies, such as intelligent VCU, high-precision positioning, AI camera-assisted parking, Bluetooth road stud beacons, and "Smart Eye" warning and dispatching system, for predicting travel patterns, and generating operational diagnosis and schedule strategies, ultimately improving operational efficiency.

High-precision positioning technology

We have employed high-precision positioning and navigation systems, RTK and inertial navigation algorithms comprehensively, in combination with high-precision geofences, to enable quick and accurate positioning, to acquire the distribution and movement information of vehicles, and to achieve precise perception and intelligent control in the complex urban environment.

Intelligent VCU and wheel hub lock technology

DiDi Bike is built in with intelligent VCU and wheel hub lock technology, the combination of which allows the bike to be parked in the fence first before being returned, and also to be parked at a 90° angle to the curb, to help realize orderly parking and precise dispatching of bike sharing. By now, in 30 cities including Beijing and Shenzhen where intelligent VCU and wheel hub locks have been adopted, up to 95% of our users are able to park at designated locations, to have effectively solved the problem of random parking of two-wheelers.

In terms of **safety control**, we have strictly secured safety in all links from design, research and development, testing, and manufacturing to the operation of bikes, batteries, and charging cabinets.

Bike safety design

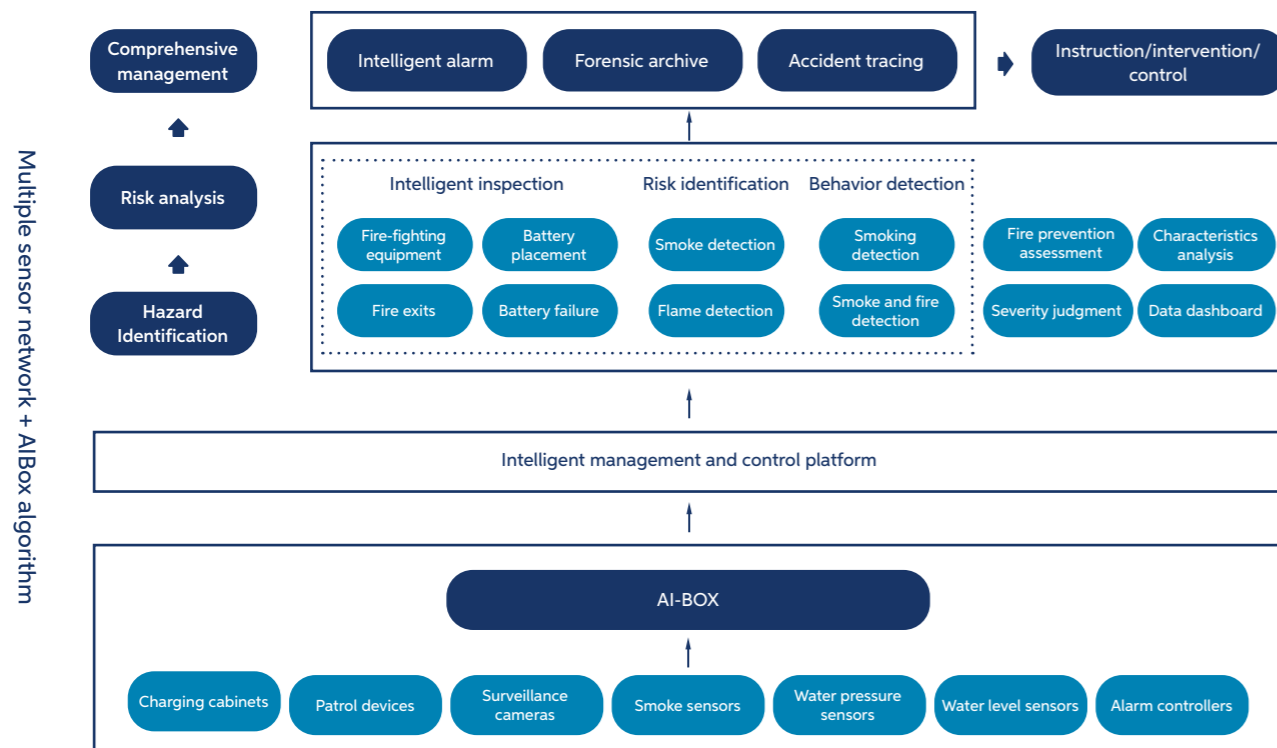
Our e-bikes meet or exceed relevant national standards, and are additionally equipped with a series of special safety designs and features, including safety designs like BMS that can automatically detect battery abnormalities, and an intelligent VCU; and special safety features like intelligent speed limitation, High-risk road section reminders, dangerous scene rescue systems, etc. What's more, based on EPS material & technology and by adopting aerodynamics designs, we have developed a smart helmet linked to the e-bike to soundly safeguard the user while riding.

- Display remaining battery capacity and remaining mileage for a more intuitive understanding.
- Display the vehicle's malfunction status
- Detection of rotation angle of the brake lever
- Detection of position reset of brake lever
- Prevent the vehicle from running away and prevent the motor from abnormally locking up
- SOP Power Control
- Optimization of thermal management
- Local and Cloud-based Security Diagnostics
- Intelligent Charging and Discharging Management
- Comprehensive Battery Data Collection
- Fault Warning and Thermal Runaway Warning
- Dynamic SOC Calibration
- 4G Cat1 Module
- Sub-meter level dual-frequency high-precision positioning
- Inertial navigation and 90-degree angle parking
- Data collection of vehicle speed, posture, motor status, and environmental conditions
- Incorporating sensor data into vehicle and battery safety models

The Intelligent Safety Design and Intelligent Helmet Design of DiDi Bike's E-Bikes

Battery safety technology

The battery status is monitored in real-time for safe charging by using a smart charging cabinet and the battery big data system. Relying on artificial intelligence of things (AIoT), we innovatively developed the remote hierarchical warning system for work orders and an AIBOX intelligent monitoring system, and built intelligent fire protection systems at stations. With the smart fire protection data dashboard, our stations are being monitored in real-time, in order to better detect and deal with battery thermal runaways as early as possible, and to reduce the risk of fire accidents.



The Intelligent Fire Protection System at DiDi Bike Stations

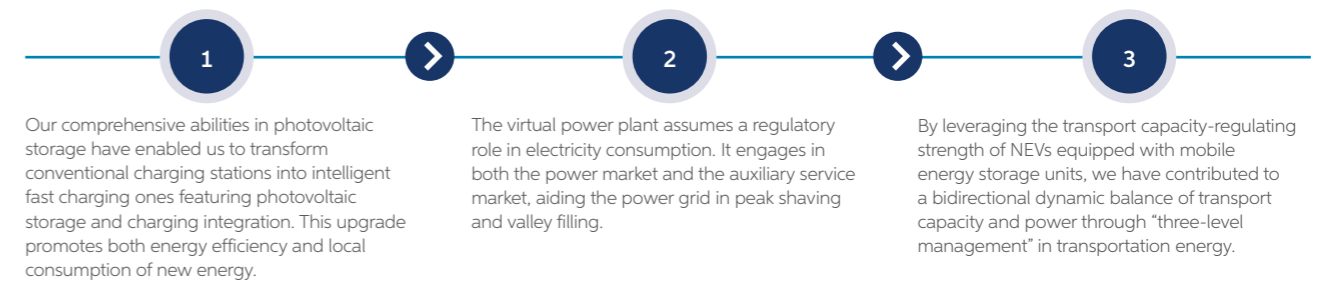


New energy management

Orange Energy, a digital and intelligent energy service provider, has been consistently exploring the realm of energy digitization. Its business scope has expanded to include various sectors including internet-based refueling, smart charging, virtual power plants, electricity trading and auxiliary services, as well as enterprise solutions. This expansion has led to the gradual development of connected and interactive intelligent energy network featuring online virtual power plants combined with offline petrol stations and charging stations.

By the end of 2023, Orange Charging, a digital smart charging operator under Orange Energy, had expanded its presence to more than **190** major cities, achieving a cumulative charging volume exceeding **15.4 billion kWh**.

Leveraging its own major strengths of transport capacity regulation and an offline charging network, Orange Energy has developed a "Digital Intelligent Energy Management and Control Platform" that integrates several cutting-edge technologies such as digital network, energy storage, V2G charging, organized charging, and transport capacity regulation. These advanced technologies are applied to energy management and control, effectively addressing the challenges in energy management.



Exploring the utilization of V2G technology at the demand side

Orange Energy spearheaded the construction of China's first batch of public fast charging stations in Shanghai, installing a batch of 120kW V2G chargers that can meet the charging needs of vehicles parked in 10 spaces at the same time.

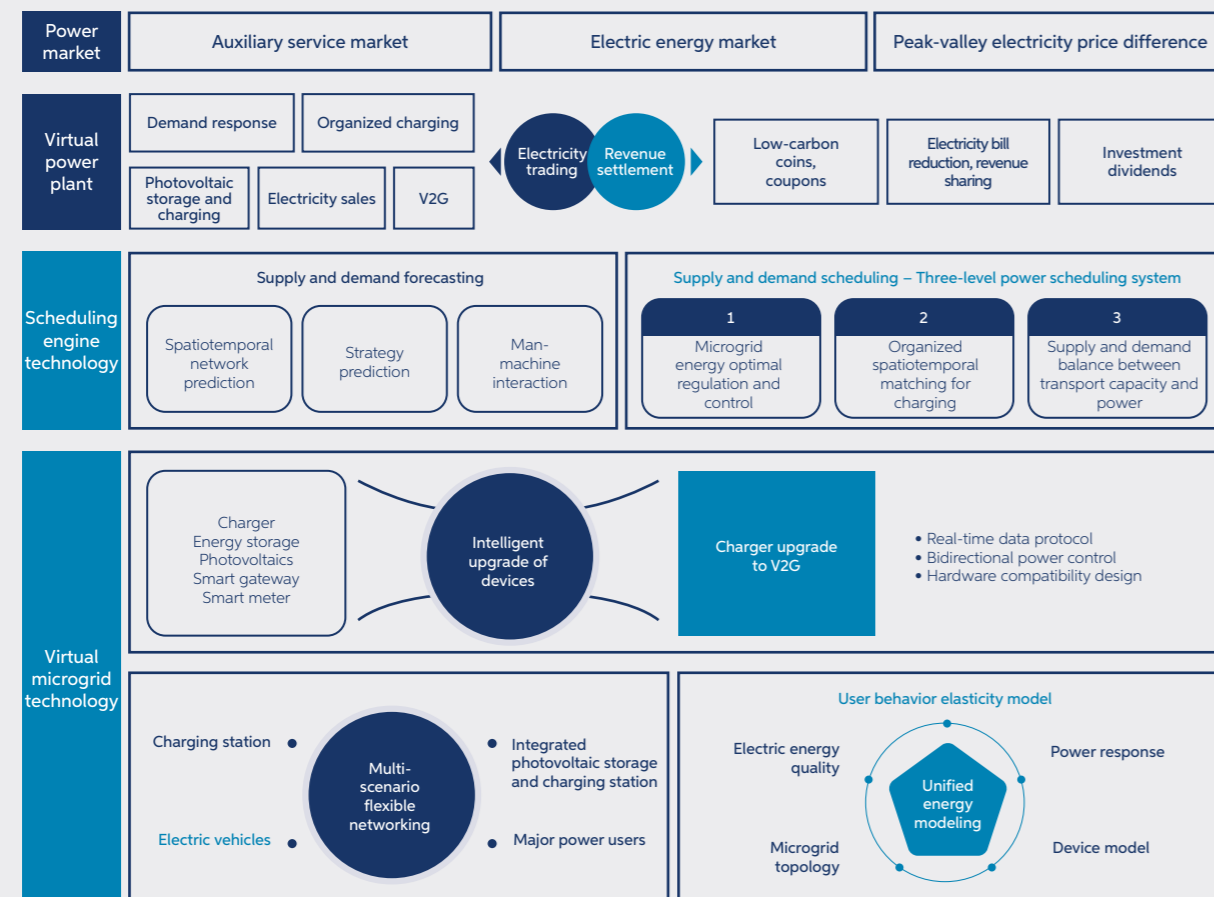
Building on this foundation, Orange Energy provides a range of services including operational management, monitoring, and safety alerts through its self-developed all-in-one platform named "Digital Intelligent Energy Management and Control Platform". This platform also ensures data compatibility with the power grid, making operations visible. Based on the Orange Charging platform, technologies like balanced control, dynamic management, big data, and artificial intelligence are deployed. This facilitates a deep vehicle-charger-network integration and greatly enhances the application of V2G technology in vehicles.



Three-level power scheduling facilitates intelligent development of power systems

Orange Energy's "three-level management" enables the bidirectional dynamic balance of supply and demand, promoting the integration of vehicles, chargers, and the power grid. "Digital Intelligent Energy Management and Control Platform" is integrated with the power grid, enabling us to promptly meet the grid's fluctuating demands. The intelligent load scheduling center allows us to precisely schedule and manage charging and discharging devices, as well as EV resources. This center supports essential functions such as real-time monitoring of charging and discharging processes, metering of charging sessions, and safety protection measures. Furthermore, Orange Energy employs advanced technologies like big data to analyze user behaviors and develop intelligent scheduling strategies tailored to individual users' needs.

Power scheduling | Technologies for power scheduling based on transport capacity flexibility



Autonomous driving technology

We have been dedicated to the R&D of L4 and above advanced autonomous driving technology since 2016. We are at the forefront of the industry in introducing an automated autonomous driving operation and maintenance center. Within the center, through the use of industrial robots, automatic car washing devices, and other equipments, vehicles can automatically perform operations such as entry, charging, cleaning, and parking, with an overall automation rate reaching 90%.



DiDi Autonomous Driving has achieved significant milestones in the development of self-reliant core technologies for L4 autonomous driving. We have mastered the full-stack core technologies, including perception, prediction, decision-making, control, large-scale simulation systems, and large-scale machine learning platforms. Its "urban generalization engine" technology can perform targeted optimization for complex traffic flow and long tail scenarios encountered during domain expansion, greatly improving robustness and enhancing the generalizability of the technology. Over 200 self-driving vehicles are in operation in Beijing, Shanghai, Guangzhou and other cities, continuing to carry out regularized testing and operation.

Simultaneously, we are proactively establishing a comprehensive safety and security system for intelligent shared transportation, which includes secure remote access, comprehensive threat monitoring and analysis, hazard awareness, and defense measures, continually improving the safety and security capabilities of our autonomous driving services to create and operate a leading fleet of autonomous vehicles.

By the end of 2023, DiDi's Robotaxis have been operating safely for more than **1,300** consecutive days in road tests.

2.3 DiDi Tech for Good

At DiDi, our belief in “Technology with Empathy and Warmth, User first” is evident in our focus on four key areas: safety, health, environmental protection, and accessibility. Our goal is to provide user-friendly experiences that inspire trust in our brand and infuse empathy and warmth into people’s mobility experiences.

Safety of rides

At DiDi, we remain committed to safeguarding rides for our e-bike users and the nighttime driving safety of our chauffeurs. To achieve this, we continuously refine the application of new safety technologies and products.

Family and friend guardian feature

DiDi has introduced the family and friend guardian feature to guard the safety of the elderly, teenagers, friends, and relatives in different places and solo travelers during nighttime or long-distance trips. It offers reassurance to friends and relatives, regardless of scenario or distance.

The feature offers various services, including boarding and alighting reminders, access to trip information, real-time trip tracking, real-time anomaly alerts, direct contact with drivers or the platform, and fare payment assistance. Additionally, a special youth safety hotline is in place for assistance in just minutes to teenage travelers facing safety issues on their trips. The continuously and dynamically optimized safety strategy guards the secure journey of teenage individuals.

Safeguarding rides for e-bike users

DiDi Bike’s latest smart e-bike helmet features a convenient design for easy pick-up and return. It supports detection of helmet wearing status and is the first in the bike-sharing industry to meet the new national standards for electric bicycle helmets. By the end of 2023, the smart helmet has covered 60 cities and more than 450,000 e-bikes.



Safeguarding the nighttime rides for chauffeurs

We have launched a designated driver luminous package featuring a full-color LED display screen. This effectively enhances the visibility of chauffeurs at night, contributing to their safety during nighttime rides and aiding riders in quickly locating chauffeurs. By the end of 2023, this initiative has been implemented in over 150 cities nationwide, with 80,000 luminous packages in use.



Family and friend guardian feature



Special youth safety hotline

Care for the elderly

In 2021, we pioneered the launch of the WeChat mini program “DiDi Senior Edition” in China, followed by the introduction of the 400-688-1700 national ride-hailing hotline for seniors, the “Care for the Elderly” feature on the DiDi App, and active integration with local taxi-hailing hotline 95128. These initiatives have been tailored to meet the needs of elderly users, from registration and authentication to the core process of hailing a car.

By the end of 2023, over **130 million** trips have been provided to **4.5 million** elderly people across **355** cities in China, with a total service mileage exceeding **900 million** kilometers.



Barrier-free mobility services

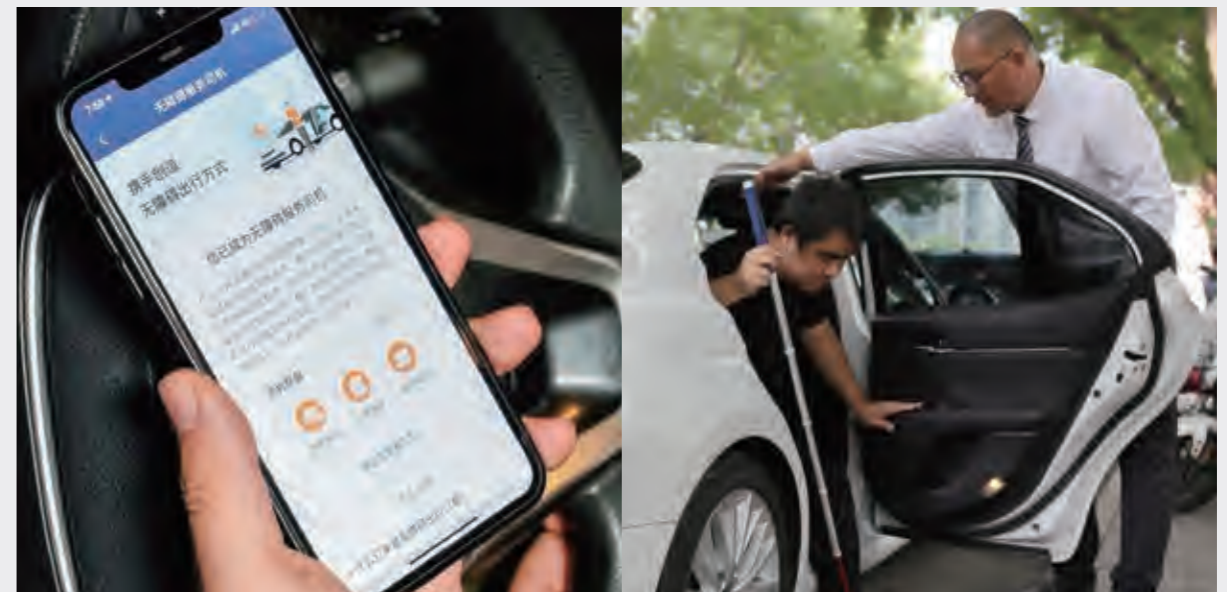
We are dedicated to delivering better mobility experiences for visually impaired users through “information accessibility” and “service accessibility”. To improve information accessibility, we have integrated the DiDi App with the “screen-reading” function of mainstream smartphone systems, enabling visually impaired users to navigate the App seamlessly. In terms of service accessibility, we have introduced the “Accessible Service for Guide Dog Users” and “Barrier-free Mobility Services for Visually Impaired Users” features. With these features, visually impaired users are given priority when hailing a ride, and riders with certified guide dogs can secure a ride and complete their trips without encountering any rejections.

By the end of 2023, the “Accessible Service for Guide Dog Users” has covered **139** cities, and more than **2.95 million** drivers have completed the accessibility services certification.

Furthermore, we also invite feedback from visually, hearing and physically impaired users to better understand their needs and provide more disability-friendly mobility services.

Barrier-free mobility services for visually impaired users

In July 2023, DiDi signed a strategic cooperation agreement with the China Association of Persons with Visual Disabilities and launched the “Barrier-free Mobility Services for Visually Impaired Users” feature nationwide. The feature addresses the challenges faced by visually impaired users in hailing a car by sending voice and text messages to drivers in advance, reminding them to proactively contact and search for visually impaired users, and provide necessary assistance in boarding and alighting reminders. In addition, visually impaired users are given priority when hailing a ride through the “Priority Hailing” feature. Drivers who complete the service are awarded the “Accessibility Medal”.



National smart care public welfare action for elderly

On October 25, 2023, under the support of the National Office of Aging and the China Association of Gerontology, the DiDi Foundation collaborates with the Chinese Association of Gerontology and Geriatrics, and China Ageing Development Foundation, held the launching ceremony of the “2023 Smart Travel Initiative for the Elderly” at the Former Residence of Soong Ching Ling. From October to December 2023, DiDi partnered in the campaign with departments on aging in six cities – Beijing, Shanghai, Guangzhou, Tianjin, Chongqing, and Changchun – to teach the elderly to use smartphones for at least 120,000 seniors. Additionally, the company provided 27,000 seniors with one free ride offer to experience ride-hailing service and donated 3,000 smart mobility signboards, which function as locators, to senior-friendly communities. These signboards will help seniors pinpoint their location precisely, making it easier for them to hail a car nearby.



ENVIRONMENTALLY FRIENDLY

We are committed to actively responding to climate change by implementing a comprehensive green and low-carbon strategy. We collaborate closely with our platform ecosystem partners to foster a paradigm in environmentally friendly transportation, thereby contributing to the sustainable, green development of the industry.



Understanding that digital technology is crucial to the management of environmental risks, we have fully leveraged technology to improve the operational efficiency and digital service capacity of ourselves and our partners for urban mobility, facilitating the green transformation of users, the industry and society at large. As part of our green operations, we have taken the initiative to cut emissions and introduced measures to reduce our environmental impact, helping to preserve the beauty of the natural environment.

Responding to Climate Change

- We have conducted **107** specialized meetings or training sessions on protection and against extreme natural disasters and emergency response skills. These sessions have reached approximately **1,200** employees and over **60,000** drivers.
- The Automotive Asset Management Center (AMC) has achieved a **100%** replacement with NEVs in **12** cities. Our goal is to extend this initiative to **28** cities by 2025, replacing all vehicle assets with new energy alternatives.

Promoting Green Mobility

- By promoting green mobility, we have avoided GHG emissions by approximately **5.347 million** tonnes of carbon dioxide equivalent.
- Over **4 million** EVs and PHEVs were registered on the DiDi platform, with about **3.5 million** being EVs.
- Over **57%** of the total mileage for ride-hailing services on the platform came from EVs.
- Our wholly-owned subsidiary in Brazil, 99, has been taken the lead in establishing the “Brazil Sustainable Mobility Alliance” to promote the development of the EV market and the electrification of ride-hailing services in the country.
- Orange Energy has participated in demand response regulation in more than ten provinces and cities, accumulating more than **700** times and **3,500** hours of power demand response, with a cumulative electricity sales scale of 1.4 billion kilowatt-hours.

Developing Green Ecology

- DiDi Bike has obtained the first Green Supply Chain Management Certification in the two-wheeled vehicle sharing industry.
- Through the public welfare program “Guardian of Migratory Birds”, we have contributed to migratory bird patrols covering a total distance of **248,000** kilometers.

Promoting Green Operation

- The utilization rate of second-hand furniture in our new workplaces exceeded **80%**, with over **8,500** pieces of second-hand furniture being utilized.
- We have classified and treated **100%** of our waste, amounting to approximately **67,000** cubic meters.
- Shuttle buses in our workplaces are **100%** powered by electricity and run a total of **509,300** kilometers annually.
- Our employees used DiDi bike for free, accumulating a total of **116,000** rides and covering a distance of **290,000** kilometers. This has helped avoid approximately **24** tons of carbon dioxide emissions.

3.1 Responding to Climate Change

In response to the global efforts to tackle climate change, China announced “carbon peaking and carbon neutrality goals” in 2020. As an active participant in the sustainable transportation system, we attach great importance to addressing climate-related issues and are committed to green innovation and development. We actively utilize digital technology to respond to climate change and promote the green development of the transportation industry.

Governance and management

Building upon our sustainability management framework, we have improved our climate-related management practices.



The committee is responsible for identifying, assessing, and managing the climate risks and opportunities. Additionally, to address the risks and opportunities, the committee formulates strategies and measures and establishes climate-related targets with implementation programs.

Sustainability Management Committee



The ESG research center is responsible for coordinating and implementing climate actions to address climate risks and to advance the achievement of climate-related goals.

ESG Research Center

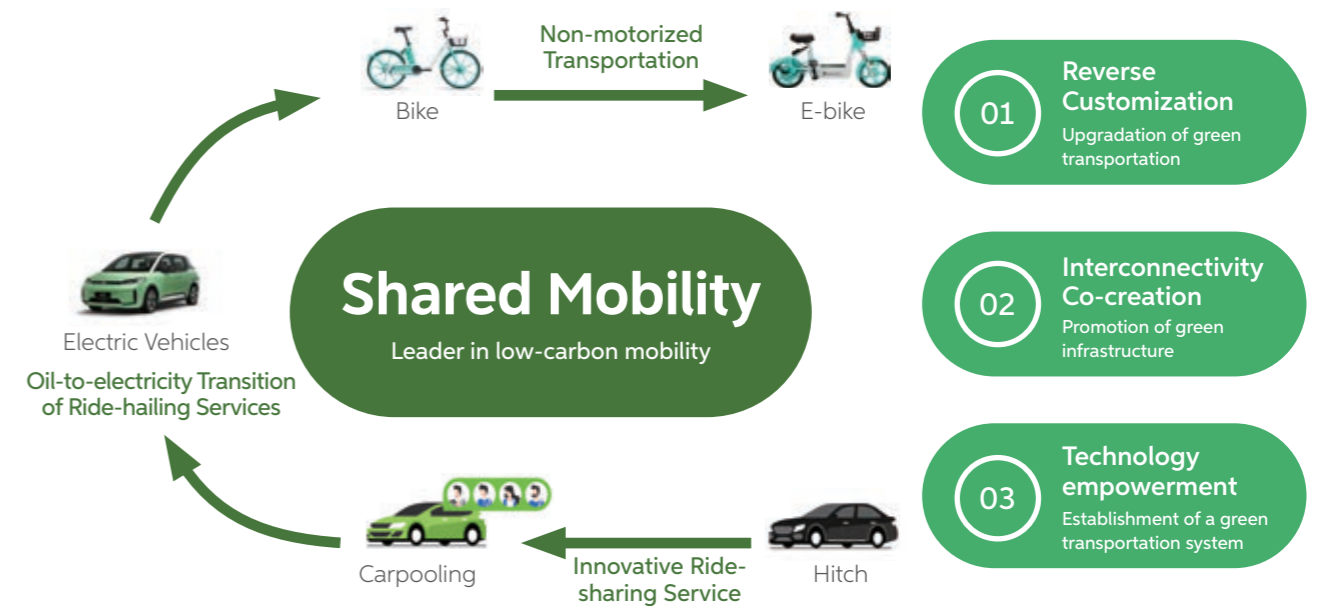


The taskforces, comprising staff from various business and functional departments, are responsible for the planning, implementation and guidance of key projects, and provide long-term support for climate change related research and the practice of various issues.

Taskforces

Strategy and decision-making

As a prominent player in the digital mobility sector, we’ve committed to promoting and practicing the philosophy of green development. We attach great importance to climate risks and opportunities, and have convened relevant departments within our company to analyze potential climate-related risks and opportunities in our business operations. We have conducted a comprehensive assessment of physical and transition risks and opportunities associated with climate change across our entire business. We have pioneered the “1+3” model of digital technology helping carbon neutrality, which aims to harness the prospects of low-carbon development.



The “1+3” Model of Digital Technology Helping Carbon Neutrality



The “1” refers to the direct carbon reduction effect achieved by leading low-carbon travel methods through innovative models;

The “3” refers to the “spillover effects” of the three factors driving the low-carbon and green transformation of the upstream and downstream industry chains. This includes upgrading green transportation tools with “reverse customization”, popularizing green infrastructure through “co-construction and sharing”, and building a green transportation system with “technology empowerment”.

Risks and opportunities

To effectively address climate-related risks, we have integrated climate risks into our regular risk management framework and continuously optimize it. We have collaborated with internal departments to assess various levels of risks to enhance our awareness of climate change risk management and to strengthen our risk control efforts.

When evaluating potential risks of climate change, we have categorized climate-related risks into two main types: the transition risks associated with the transition towards a low-carbon economy and the physical risk stemming from the physical impacts of climate change. We also developed strategies for these two types of risks. For transition risks, we proactively monitor and adhere to relevant laws and regulations, bolster research and development and investment in low-carbon services as well as smart mobility solutions to increase transparency in our disclosure practices. As for physical risks, we implement precautionary measures, maintain material reserves, and formulate contingency plans.



Climate-related risks	Risk category	Potential impact	Solutions
Transition risks	Policy and regulation risk	As climate-related regulations and disclosure requirements become more defined, it is imperative for us to adhere to these standards to advance our global business operations. With increasing global focus on climate issues, governments may implement more rigorous climate policies and regulations to curb GHG emissions and respond to climate change. Consequently, we may need to allocate more resources to meet these new regulatory standards, potentially leading to additional cost pressures on our business. This could involve higher operating expenses due to more stringent requirements for climate mitigation measures, management, and information disclosure.	To proactively stay informed about policy trends, we have established special working groups and assigned dedicated personnels to track domestic and international regulatory developments. Moreover, to with incorporating into our long-term planning promptly.
	Market risk	As society pays greater attention to climate change, users are increasingly likely to opt for low-carbon, eco-friendly mobility services. If we do not promptly enhance our services, we may face the risk of losing market share. Take our public business for example. Our customers may have made low-carbon or net-zero-carbon commitments; therefore, failing to meet their demand for eco-friendly mobility choices could lead to a decline in our customer base.	We have strengthened our capabilities for low-carbon development and have increased R&D capability investment in low-carbon services. By expanding and promoting sustainable approaches of transportation, we can effectively cater to customer demand for low-carbon and eco-friendly transportation.
	Technology risk	In response to transition risks, new technologies may emerge, such as more efficient EV technologies and intelligent traffic management systems. Continuous upgrading of our technological infrastructure is essential to maintain our competitiveness in the market. Transitioning to greener technologies may necessitate substantial capital investment, which could impact our financial position and capital budget.	We have increased investment in technology R&D with focus on smart mobility and intelligent platforms to promote digitalization and low-carbon development.
	Reputation risk	Investors and stakeholders are giving more priority to information disclosure and transparency concerning climate risks. Failing to provide accurate, comprehensive, and timely climate-related information could jeopardize our reputation and potentially lead to a loss of users and investors.	We actively respond to the demands of various stakeholders by adopting a framework for climate-related information disclosure to publicly communicate the impact of climate on our business, thereby enhancing the transparency of company information.

Climate-related risks	Risk category	Potential impact	Solutions
Physical risks	Acute risk	Typhoons and floods: China's coastal areas are vulnerable to typhoons in the Western Pacific Ocean and the South China Sea during the summer and autumn seasons, which often result in urban inland flooding. These storms or floods may cause transportation disruptions and road damage, leading to temporary service unavailability. Such acute risk could impact our short-term revenues and operations, potentially affecting our services and operational stability and even resulting in the loss of fixed assets.	In response to the acute risk posed by climate change, we have taken proactive steps by issuing extreme weather safety alerts and advising on precautionary measures. Due to extreme weather that poses a safety risk, we issue suspension notices as per regulations. We have developed protocols for driving and emergency responses tailored to different weather conditions and disaster scenarios, including procedures for vehicle safety and mitigating falling objects. Furthermore, we have conducted safety training sessions focused on dealing with extreme weather events.
	Chronic risk	Extreme heat and cold: the frequent occurrence of extreme weather may cause damage to or reduce the lifecycle of cars, bikes, and e-bikes, necessitating more frequent maintenance. This could increase maintenance costs and affect our profitability. Moreover, extreme weather conditions may create safety risks for riders and drivers. Global warming and rising sea levels may weaken urban infrastructure, leading to damage to roads and bridges. Such effects could significantly impact our operations and the accessibility of our vehicles. Furthermore, rising temperatures may increase data center cooling demands, thereby elevating operational expenses.	In cases of extreme weather conditions causing mobility inconvenience, we swiftly assemble a support fleet to evacuate stranded riders, safeguarding drivers and riders. We have developed a comprehensive climate risk management strategy, ensuring that climate risks are fully considered in our overall strategy.

Addressing climate-related risks – response to extreme weather

Safety early warning

The Automotive Asset Management Center (managing fully-owned or joint venture car rental companies under DiDi) is responsible for issuing timely safety early warnings during extreme weather events. The AMC can recommend suitable precautionary measures and produce the monthly risk report which aims. This publication aims to raise awareness of current risks and offer insights into potential future hazards. In 2023, the AMC issued a total of 41 early warnings and distributed 8 monthly reports related to weather hazards.

Safety education and training

In May 2023, we hosted a lecture titled “High-Temperature Hazards and Their Prevention and Control”, delivered by experts from the National Health Commission. The lecture covered various topics including the risks posed by high temperatures, preventive measures, and the management of heatstroke prevention and emergency treatment. A total of 219 employees participated in this event.

Moreover, the AMC has arranged special meetings and training sessions focused on safeguarding against extreme natural disasters and enhancing emergency response skills in response to forecasts or warnings. Through diverse online and offline channels, we have provided education to employees and drivers, ensuring their readiness to handle potential hazards effectively. In 2023, we conducted a total of 107 special meetings or training sessions, reaching about 1,200 employees and over 60,000 drivers.

Safety drills

In August 2023, the ride-hailing division organized a special training event called the “Extreme Weather and Flood Season Emergency Response Drill”. The aim was to prepare participants for potential extreme weather conditions and floods. The training comprehensively demonstrated the accident reporting process, emergency self-help procedures, on-site medical emergencies, and platform security measures. This was intended to bolster drivers’ understanding of emergency response procedures and improve their ability to handle emergencies effectively.

While identifying, assessing, and managing climate risks, we are also proactively seeking and leveraging the opportunities arising from climate change.

Climate-related opportunity	Opportunity category	Opportunity impact	Actions taken to seize the opportunity
Digital carbon avoidance solutions	Products and services	We utilize our technological advantages to develop low-carbon solutions, bolster NEVs development and the transition to low-carbon alternatives, and advance the integration of diverse modes of transportation.	We promote the implementation of carbon avoidance solutions, such as electrification of transportation and the greening of electricity sources.
Early warnings of extreme weather	Markets	We assess the likelihood of climate hazards and make plans in advance to provide support during extreme weather events. This can help enhance our influence and reputation within the internet-based mobility sector.	We continue issuing extreme weather early warnings for both drivers and riders to safeguard them.
Trust from market		We implement a series of green mobility measures and actions to contribute to the overall efforts of society in combating climate change. These initiatives help to earn the trust and recognition of our users, thereby maintaining a strong market reputation.	We continue refining our climate management strategy and measures and implementing impactful initiatives.
Application of energy-saving measures	Energy efficiency	We implement energy-saving initiatives in our daily operations to effectively lower operating expenses.	We continue the application of energy-saving measures across various aspects, including daily work, employee commuting, and data center management.

Seizing climate-related opportunities – early warnings of extreme weather

As early as 2020, we forged a strategic cooperation agreement with China Weather, integrating their meteorological services into the DiDi App. This collaboration allowed us to offer improved weather reminders to both car owners and users to aid them in selecting travel routes and planning trips in advance, thus enhancing the mobility experience and efficiency of our users.

Metrics and targets

We have established scientific and reasonable targets in phases to track and analyze various indicators, including total GHG emissions, GHG emission intensity, and purchased electricity within our platform ecosystem.

Category	Metrics	Target and commitment
GHG emissions	Total GHG emissions (Scopes 1, 2, and 3) (tons of carbon dioxide equivalent)	Our goal is to achieve a 100% replacement of our vehicle assets with NEVs in 28 major cities across China by the end of 2025.
	Scope 1 and 2 GHG emissions (tons of carbon dioxide equivalent)	
	GHG emissions per income unit (Scopes 1 and 2) (tons of carbon dioxide equivalent per million RMB)	
Energy	Scope 3 emissions (tons of carbon dioxide equivalent)	
	Purchased electricity (MWh)	
	Usage of purchased electricity per income unit (MWh/million RMB)	

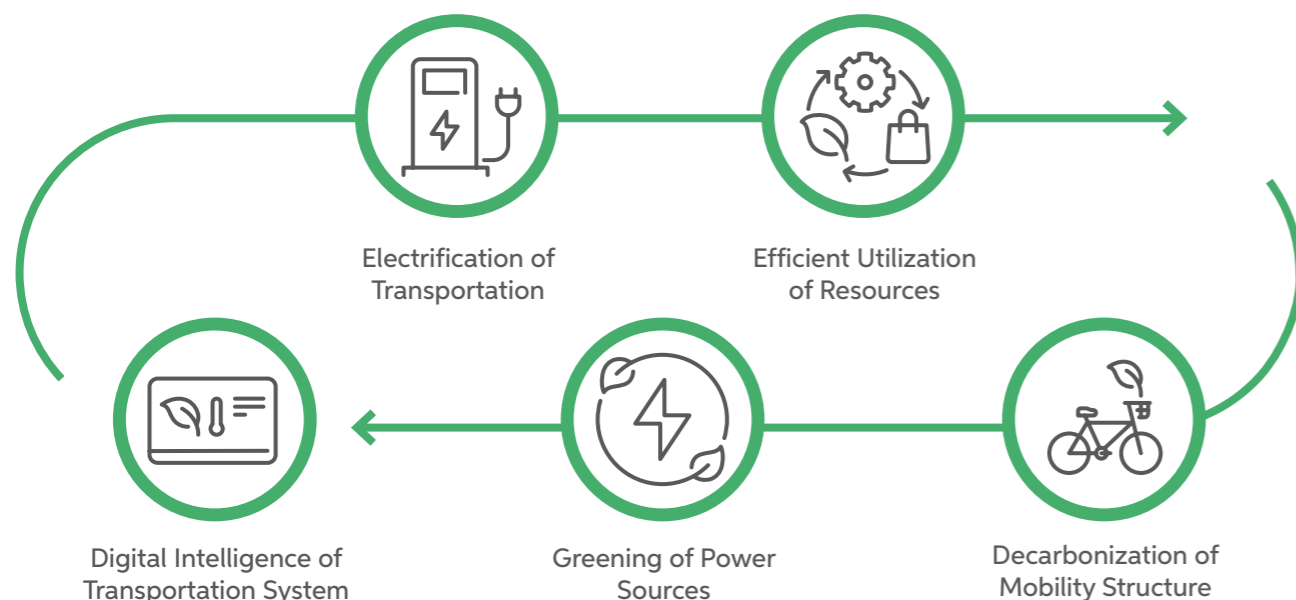
Guided by our mission “To Build a Better Journey”, we actively promote carpooling, non-motorized transportation, and intelligent transportation. By fostering the electrification of transportation and encouraging green mobility, we aim to build a new green mobility ecosystem in collaboration with our partners within our platform ecosystem. According to our “Evergreen” carbon management toolset⁴, our endeavors to promote green mobility have contributed to cities avoiding GHG emissions by **5.347 million** tons of carbon dioxide equivalent by the end of 2023.

Business	Effectiveness
Electrification of ride-hailing	GHG emission avoidance: around 3.477 million tons of carbon dioxide equivalent
Carpooling, hitch, and other shared transportation means	GHG emission avoidance: roughly 1.185 million tons of carbon dioxide equivalent
Bike and e-bike sharing, and other non-motorized transportation means	GHG emission avoidance: about 685,000 tons of carbon dioxide equivalent

⁴ For more information on the “Evergreen” carbon management toolset, please refer to “Environmentally Friendly – Developing Green Ecology – Digital Carbon Inclusion” in this report.

3.2 Promoting Green Mobility

Empowered by our digital mobility platform on digital empowerment and digital intelligent carbon emissions avoidance, we have contributed to the transformation towards a zero-carbon digital mobility system. We utilize the electrification of transportation, increase efficiency utilization of resources, decarbonize of mobility structure, implement green power, and adopt the digital intelligence of transportation system to achieve this goal.



Electrification of transportation

Electric transportation has become a global consensus as a way to cut carbon emissions and mitigate pollution in road transportation. Moving forward the transition from fossil fuel vehicles to NEVs is one of DiDi's key priorities on our decarbonization pathway and reduce pollution in the transportation sector.

By the end of 2023, over 4 million EVs and PHEVs were registered on the DiDi platform, with about 3.5 million being EVs. Throughout 2023, over 57% of the total mileage for ride-hailing services on the platform came from EVs.

Furthermore, the AMC are continuously working towards replacing their vehicle assets with NEVs.

By the end of 2023, the AMC has achieved a **100%** replacement with NEVs in **12** cities. We plan to replace all vehicle assets with NEVs in 28 cities by 2025.

We are actively advancing the electrification of transportation means in our international ride-hailing business. In April 2022, our wholly-owned subsidiary in Brazil, 99, spearheaded the establishment of the "Brazil Sustainable Mobility Alliance" with multiple companies. This initiative aims to drive the development of the EV market, facilitate the electrification of ride-hailing in the country, and foster the transition towards sustainable transportation. By the end of 2023, the "Brazil Sustainable Mobility Alliance" has expanded to include 14 members, including BYD's Brazilian subsidiary. The alliance aims to raise the penetration rate of NEVs in Brazil from the current 2% to 10% by 2025, as well as establish 10,000 new public charging stations throughout the country. Moreover, 99 is dedicated to building the largest fleet of ride-hailing in Brazil.

By the end of 2023, the number of NEVs registered on the 99 platform has reached **1,700**, with a total of over 830,000 trips completed. This resulted in avoiding GHG emissions of more than **1,000** tons of carbon dioxide equivalent.

Implementation of the domestic electric vehicle Internationalization project – advancing the adoption of NEVs in Brazil

In October 2023, during the Belt and Road CEO Conference at the Third Belt and Road Forum for International Cooperation, DiDi joined forces with BYD's Brazilian subsidiary, a Brazilian leasing company, and a Brazilian fleet management service provider to sign an agreement aimed at promoting the deployment of NEVs in Brazil. The goal of this collaboration is to promote the widespread adoption of NEVs in Brazil and foster a mutually beneficial cycle of manufacturing exports propelled by the digital service industry. By the end of 2023, DiDi, through our wholly-owned subsidiary 99, has successfully deployed 300 NEVs in Brazil.

Efficient utilization of resources

We are continuously optimizing our carpooling and hitch services to maximize their "Micro-public Transportation" potential. By consolidating public mobility demand and reducing the number of cars on the road, we aim to effectively alleviate congestion, and in turn, reduce energy consumption and GHG emissions from driving and traffic congestion.

We launched our hitch and carpooling services in 2015, which enable riders traveling on the same or similar routes to share a vehicle. This increases the utilization rate of vehicle seats and ultimately helps to reduce energy consumption and GHG emissions.

During the reporting period, our services helped cities avoid GHG emissions by about **1.185 million** tons of carbon dioxide equivalent.⁵

⁵ It refers to carbon emissions avoidance through carpooling.

DiDi National Carpooling Day helps to avoid GHG emissions

Since 2019, we have hosted the “12.3 National Carpooling Day” for five consecutive years, aiming to advocate for environmental protection, efficiency, sharing, and low-carbon practices among the public. Throughout this event,⁶ we have successfully avoided approximately 210,000 tons of carbon dioxide equivalent in GHG emissions.⁷

To encourage more people to participate in the campaign, we developed “low-carbon carpooling is COOL”. With engaging our partners, we developed various incentive mechanisms to foster a cross-border, multi-channel approach towards green development to promote our campaign. For example, we worked with the second-hand trading platform Xianyu to introduce the “1 RMB for Green Mobility” challenge, encouraging users to earn carpooling coupons by completing daily tasks.



Decarbonization of mobility structure

Non-motorized transportation, such as bike and e-bike sharing, offers a low-carbon, environmentally friendly, and healthy option for short-distance travel. It is also one of the main directions of green transportation development. This mode of transportation does not consume fossil fuels and achieves energy conservation and emissions avoidance by substituting high-emission means of transportation.

In 2018, we introduced DiDi Bike, a two-wheeled vehicle sharing service, that aims to offer efficient and inclusive mobility options for short and medium distances.

Through our bike and e-bike sharing operations, DiDi Bike has helped cities avoid GHG emissions by approximately **685,000** tons of carbon dioxide equivalent in 2023.



⁶ It is from November 27 to December 3, 2023.

⁷ This includes carbon reduction through the adoption of EVs and carpooling.

Greening of power sources

As the “oil-to-electricity” transition of ride-hailing services and the electrification of social transportation continue to advance, the proportion of indirect emissions in the lifecycle emissions of transportation energy is on the rise. To avoid these indirect emissions, it is essential to focus on the development of new power systems and green electricity, a crucial step towards achieving the goal of “zero-carbon transportation”.

Orange Energy has integrated a range of technologies and capabilities, including energy internet, offline charging networks, photovoltaic power generation, energy storage, and V2G, to build a “Digital Intelligent Energy Management and Control Platform”. This platform enables Orange Energy to play an active role in power demand-side response, help the power grid in peak shaving, improve energy security and power security capabilities, promote new energy power consumption, and support the green transformation of electricity and the development of a new power system.⁸

In 2023, Orange Energy has engaged in demand response regulation in over 10 provinces and cities across China, including Beijing, Tianjin, Guangdong, Shenzhen, and Shanghai. It has cumulatively realized more than **700** times and **3,500** hours of power demand response, with a cumulative electricity sales scale of **1.4 billion** kilowatt-hours.

Orange Energy’s “precision response” initiative – advancing sustainability of green electricity in Shenzhen

Orange Energy, as one of Shenzhen’s first virtual power plant load aggregators, has aggregated more than 90 charging stations in the city. In 2023, Orange Energy participated in Shenzhen’s virtual power plant response on nearly 30 occasions, contributing a cumulative response capacity exceeding 400 MWh. This initiative alleviated grid overloading and bolstered the grid’s adjustable capacity at the load side.

Furthermore, Orange Energy’s deployment of charging platform direct control technology and low-carbon home operation tools has notably enhanced response efficiency and effectiveness. This approach satisfies the technical requirements of various response categories, including day-ahead and intra-day responses for the grid, while delivering policy benefits to end users. Such advancements not only enhance the charging experience for users but also promote the notion of organized electricity consumption.



⁸ For more information about Orange Energy, please refer to the “Technology-Driven Development- Technology Drives Industry Development - New Energy Management” section of this report.

3.3 Developing Green Ecology

We utilize digitalization to broaden our carbon inclusion initiatives to inspire more individuals to take action. Proceeding from the perspective of the entire product lifecycle, we lead our partners towards sustainability through a sustainable supply chain. Additionally, through the public welfare foundation, we actively support biodiversity conservation with the aim of protecting the ecological environment.

Digital carbon inclusion

In the current global context of climate changes, we urgently need innovative solutions to support the transition towards a low-carbon society. Carbon inclusion provides opportunities for individuals, communities, enterprises in micro small, and medium-sized to participate in green emissions and emission reduction actively. Moreover, it provides commercial and policy-level support, effectively connecting individual actions and society, to promote the low-carbon development of society. Acting as an environmentally friendly incentive, carbon inclusion is also a new digital solution to propel the economic system towards greater sustainability.

Over the past few years, we have leveraged digital means in exploring and implementing various digital carbon inclusion initiatives, such as providing scientific evaluations of users' emissions avoidance contributions and offering honorary and material incentives based on those contributions. We have also actively built a "shared low-carbon mobility community" to encourage the public to adopt green lifestyles and consumption patterns.

Joining the carbon inclusion cooperation network to build a green consumption ecology

The Carbon Inclusion Cooperation Network is a joint initiative by the Center for Environmental Education and Communications of the Ministry of Ecology and Environment, the All-China Environment Federation, the China Internet Development Foundation, and other organizations. Its goal is to motivate the entire population to participate in pollution and carbon emissions avoidance practices through a diversified carbon inclusion mechanism, mobilizing a wide range of social forces to help achieve China's dual carbon goals.

DiDi became a member of the Carbon Inclusion Cooperation Network in 2023. We are committed to leveraging our technological strengths to further promote carbon inclusion initiatives.



Purchase of green power and provide green mobility services

DiDi's ride-hailing business and DiDi Bike collaborated with the State Grid New Energy Cloud Carbon Neutrality Innovation Center and local power supply enterprises to provide 100% green electricity mobility service for the Chengdu FISU World University Games held in 2023. This was achieved by purchasing green power through the voluntary subscription platform of China's Green Electricity Certificate system.



Digital intelligence of transportation system

The innovation and application of operation scheduling technology are crucial for continuously improving mobility efficiency and promoting the development of green transportation. We are dedicated to increasing technological innovation and application in terms of supply and demand forecasting and precise positioning. Our goal is to improve mobility accuracy and intelligence, reduce vehicle idling and fragmented driving, effectively alleviate traffic congestion, and ultimately avoid carbon emissions in the transportation sector.

We utilize deep learning neural network models to significantly improve the accuracy of short travel demand forecasting and the efficiency of order matching.



As pioneers in applying deep learning technology, we have developed a variety of precise location services to increase the likelihood of successful driver-rider encounters.

Digital carbon management platform

Effective carbon accounting is essential for the successful implementation of the dual carbon strategy. In our ongoing research, we are exploring carbon accounting within the context of urban mobility and shared transportation ecosystems to identify scenarios for avoiding emissions.

In 2022, we developed a set of internal carbon management tools called “Evergreen”. This toolset empowers us to dynamically count five key green indicators per order: total carbon emissions, carbon emissions intensity, carbon emissions avoidance, green mileage ratio, and electrification ratio. Furthermore, these fundamental green indicators can be visualized and analyzed from multiple perspectives using a visualization dashboard.



In addition to nationwide key indicators, “Evergreen” can dynamically monitor relevant indicators for different provinces, cities, and business segments. This functionality offers essential data and logical support for the future planning and implementation of a “carbon neutral” strategy across the DiDi ecosystem.



Green incentive system

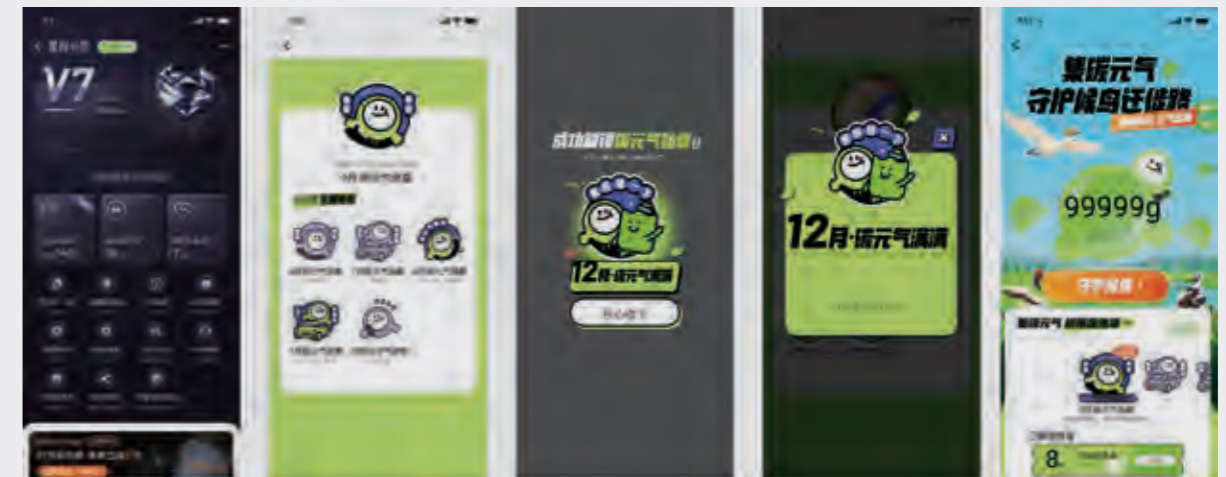
As environmental awareness and low-carbon lifestyles become increasingly important aspects of public life, we remain dedicated to fostering low-carbon and environmentally friendly practices through the promotion of green mobility. In 2022, we initiated an environmental protection program called “DiDi Carbon Credits” to encourage and facilitate green mobility choices. Throughout the entire ride-hailing process, we offer innovative guidance to users on reducing their carbon footprint to make carbon emissions avoidance quantifiable,

visualized, interactive, and shareable. To further motivate users to choose low-carbon mobility options, we provide both honorary and material rewards. Moreover, we donate the carbon emissions savings generated by users through their low-carbon mobility choices to support environmental improvement and animal protection initiatives.

DiDi launches “DiDi Carbon Credits” to encourage users to participate in green and low-carbon mobility

The “DiDi Carbon Credits” program team conducted a survey of 2,500 users across 82 cities to collect feedback and suggestions on promoting environmentally friendly transportation. Drawing insights from 30 perspectives, the team identified several key areas for improvement, including promoting the adoption of new energy vehicles, boosting carpooling rates, and optimizing route planning.

Supported by our carbon management platform “Evergreen”, we visualize the environmental impact of users’ low-carbon mobility choices through “DiDi Carbon Credits”. With “DiDi Carbon Credits”, users can track the carbon emissions avoidance achieved with each order and accumulate the energy over time to earn rewards like monthly DiDi Carbon Credits medals and low-carbon mobility vouchers. This incentivizes continued low-carbon mobility practices. Moreover, “DiDi Carbon Credits” provides users with engaging environmental conservation opportunities. For instance, users can utilize their accumulated “DiDi Carbon Credits” to contribute to the public welfare program “Guardian of Migratory Birds” and promote biodiversity preservation. By the end of 2023, DiDi has rolled out “DiDi Carbon Credits” in 298 cities across China.



Green supply chain

In addition to quantifying the overall carbon emissions of the mobility ecosystem from a macro perspective, we have also explored the carbon footprint accounting and green supply chain system for the entire product lifecycle from a micro perspective. Our aim is to drive industry transformation and foster green development among our upstream and downstream industrial chain partners.

Guided by the circular economy concept, DiDi Bike is proactively exploring strategies for achieving low-emission, low-consumption, and highly efficient utilization throughout the entire lifecycle of bike sharing. We are proud to have obtained the first Green Supply Chain Management Certification in the two-wheeled vehicle sharing industry.

Key components of green supply chain management

Green Design

- In the product material selection stage, our priority is to utilize renewable and recyclable materials while refraining from toxic and hazardous substances. We strive to minimize material types and quantities, enhance material utilization rates, and avoid waste generation and emissions. During the production process, we adopt robotic welding and phase out high-energy-consuming and high-polluting process technologies and production equipment. We also prioritize the use of clean and renewable energy and renewable.
- E-bikes are designed for easy dismantling at the end of their lifecycle, simplifying the recycling and safe disposal of materials during the scrapping and disposal process.

Green Procurement

- As the owner of our supply chain, we have established green procurement standards that prioritize the purchase and utilization of parts and materials with minimal environmental impact. This includes materials made from renewable and recyclable energy sources, new energy alternatives, substitutes for hazardous substances, and those that protect the ozone layer.
- We have also implemented "green certification" for our suppliers. By collecting and tracking information on their environmental compliance, energy saving, and emission avoidance efforts, we encourage and guide our suppliers to complete relevant certifications.

DiDi obtained the Green Supply Chain Management System Certification, shaping up a green supply chain ecosystem for e-bikes

DiDi Bike has obtained the Green Supply Chain Management System Certification through the implementation of green design, procurement, and other sustainable technologies and practices. This certification underscores our commitment to leading the way in promoting more green certifications applicable to business scenarios, thereby fostering the development of DiDi's green supply chain.



Carbon footprint evaluation for low-carbon management of the entire lifecycle of e-bikes

To optimize the product process, manage the supply chain of raw materials, avoid carbon dioxide emissions and improve product efficiency, DiDi Bike has carried out a "carbon footprint" evaluation of the entire lifecycle of the HP1.0 e-bike for the first time.



Biodiversity conservation

To better contribute to biodiversity conservation, the DiDi Public Welfare Foundation partnered with the China Environmental Protection Foundation in 2021 to launch the "Decarbonize Guardian" special program to support ecological environmental protection. At the end of 2022, the second phase of the program was launched with a focus on biodiversity protection. The program supports various conservation initiatives, including bird migration, giant panda habitat, Chinese white dolphin habitat, and ecological preservation and development in the Yellow River Source Area of the Sanjiangyuan National Park.

By the end of 2023, we have accumulated support for the sowing and maintenance of grass seeds on about **160** hectares of degraded grassland in the Yellow River Source Area of the Sanjiangyuan National Park. Additionally, we have contributed to the protection of **134** square kilometers of giant panda habitat.

In addition, DiDi donated to the public welfare program "Guardian of Migratory Birds" under the "Decarbonize Guardian" based on users' low-carbon mobility behavior with the aim to support migratory bird habitat patrol and protection work. By the end of 2023, the project have cumulatively helped complete **248,000** kilometers of migratory bird patrols.



3.4 Promoting Green Operation

We are committed to reducing energy consumption and carbon emissions. By actively practicing our “autonomous emissions avoidance” initiative, we adopted comprehensive energy-saving and emissions-avoidance measures. By implementing various measures of green office practices, green commuting, and green computing, we are practicing the concept of sustainability and making positive contributions to building a better ecological environment.

Green office

We are dedicated to establishing an environmentally friendly workplace through proactive measures to minimize resource consumption and waste. This includes implementing water and electricity conservation measures, paper savings, and advocating for recycling and waste classification.



Water Conservation

To enhance water conservation awareness among our employees, we conducted the Conservation Awareness Month Campaign for the “World Water Day - China Water Week”.

During this month-long event in 2023, we collected a total of **180** water conservation suggestions, which have been widely adopted in our workplace.



Electricity Conservation

We strictly control the temperature of air conditioning to reduce energy consumption. In the summer, the cooling temperature is set at 26°C, while in the winter, it is set no higher than 16°C. All air conditioner panels are adjusted according to the standard to further reduce energy consumption.

Our real property management personnel closely monitor electricity usage through regular inspections.

We also promote the use of stairs over elevators among employees. By taking these measures, we contribute to energy conservation and reduced consumption.



Paper Savings

We have put up paper-saving posters in the printing areas of our offices to remind employees to save paper. We also encourage double-sided copying and printing to reduce paper usage.

We advocate for a paperless office environment and encourage online meetings and the use of online e-office documents. In 2023, we held **1.88 million** online audio and video meetings with a cumulative total of **9.11 million** person-times. We also used a total of **20.13 million** online e-office documents from Cooper. Our implementation of e-documentation for employee onboarding, departures, and contract renewals resulted in the signing of **31,502** e-documents, equivalent to saving approximately **300,000** sheets of paper.

We also actively advocate for e-reimbursement among enterprise users, with e-invoicing to customers accounting for **99.9%** of all invoices in 2023.

We encourage employees to bring their own water cups to reduce the use of disposable paper cups.



Recycling

At DiDi, we prioritize the use of second-hand furniture. In 2023, the utilization rate of second-hand furniture among our newly hired employees exceeded **80%**, with over **8,500** pieces of second-hand furniture being used. This resulted in a savings of about **4.7** tons of logs (or **2,600** square meters of panels), equivalent to reducing the felling of **30** large trees.

We also advocate for the extended life and reuse of electronic equipment. For electronic office equipment such as laptops, employees can apply for personal ownership after a certain period of use. In 2023, a total of **4,750** computers and **733** monitors were taken home by employees.



Waste Classification and Disposal

All office buildings, restaurants, and cafes have fully implemented waste classification practices, achieving a 100% waste classification and treatment rate in 2023. About **67,000** cubic meters of classified waste was handled, of which around **37.5** cubic meters of food waste was treated.

We promote waste minimization at source and waste compliance treatment. For waste electronic products, we choose suppliers with recycling qualifications for recycling.

Green commuting

We provide employees with green transportation such as new-energy shuttle bus and bikes to avoid GHG emissions from commuting.

New-energy Shuttle Bus	<ul style="list-style-type: none"> Shuttle buses in our workplaces are 100% powered by electricity and run a total of 509,300 kilometers in 2023, resulting in a significant reduction in fuel consumption. By optimizing the timetable, we managed to maximize the utilization rate of vehicles and transport efficiency.
Non-motorized Commuting	<ul style="list-style-type: none"> We encourage employees to go for green commuting. Employees can use DiDi bike sharing to commute for free. In 2023, our employees used DiDi bike for free for a total of 116,000 times, covering a distance of 290,000 kilometers. This is equivalent to avoiding 24 tons of carbon dioxide emissions.

Green computing

We support suppliers to upgrade their data centers by applying energy-saving technologies to continuously reduce power usage effectiveness (PUE) and further avoid their carbon emissions by employing renewable energies.

Application of energy-saving technologies

Data Centers Involved	Key Technology Improvements	Outcomes
Data Center A	Upgrading of frequency converter	About 490,000 kWh of electricity was saved throughout the year
	AI-based Optimization of BA Unit of HVAC system	PUE decreased by about 0.01
	Upgrading of frequency converter	PUE decreased by 0.02 to 0.03
Data Center B	Upgrading of frequency converter	PUE decreased by 0.02 to 0.03
	Upgrading of thermal insulation system	About 440,000 kWh of electricity was saved throughout the year
Data Center C	Upgrading of exterior wall	About 140,000 kWh of electricity was saved
	Upgrading of adjustable airflow floor	About 580,000 kWh of electricity was saved throughout the year


Waste heat recovery and utilization


The heat generated by data centers is recovered and reused to supply heat for surrounding buildings in winter.

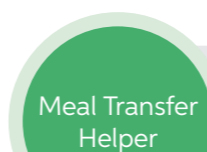
Through the heat recovery and reuse process in data centers, a total of around **500,000** kWh of electricity was saved in 2023, avoiding approximately **302** tons of carbon emissions.


Green activities

We raise employees' awareness of green initiatives through various activities and campaigns, such as green procurement, the empty plate campaign, green-themed training, and public welfare activities.

- 

Green Procurement Purchasing daily supplies, such as toilet paper and hand towels, certified by the Forest Stewardship Council (FSC) to promote forest protection, so as to ensure the sustainable use of forest resources.
- 

Empty Plate Campaign Carrying out the empty plate campaign to advocate grain conservation and stop food wasting.
- 

Meal Transfer Helper Developing the meal transfer helper to help employees collect and transfer meals efficiently, so as to ensure reasonable allocation of idle resources and reduce food waste.
- 

Green Public Welfare Activities Organizing the "Employee Public Welfare Activity" to encourage employees to protect the earth by adopting a low-carbon lifestyle. Conducting the campaign entitled "Turn off the Lights for One Hour" to help save energy, avoid emissions and protect the earth.

AVAILABLE FOR ALL

We actively fulfill our social responsibilities, consistently generate diverse values, and contribute to the construction of a socially inclusive ecosystem.



We have been seeking to develop responsible products and services, create income opportunities, serve the real economy, provide public services in communities, manage supply chain sustainability, and promote international cooperation. We harness technological, product, and model innovations to build an ecosystem that enables the growth of all participants – users, the industry, and society.

Improving Quality and Creating Value

- Experience & Service Excellence (ESE) is supported by **nearly 10,000 customer service staffs**.
- The calls answered by our customer service averaged over 300,000 daily, the cumulative number of late-night calls exceeded **9 million**, and the cumulative total duration of hotline service calls recorded over **3.8 million** hours.
- We have helped users retrieve around **580,000** items, with a total value of **RMB550 million**.
- We have optimized user experience through programs and products such as the “User Listening Program”, the “DiDi Experience Flower” and the “Visual Voice Call”.

Caring for Drivers

- We have over **25 million** annual active drivers and couriers worldwide.
- We have launched the “Chengyi Program” to enhance our commitment to drivers **income, rights and interests and development**.
- Our ride-hailing drivers have received compensation for unoccupied running and overtime waiting amounting to over **RMB400 million**.
- We have organized more than **500** sessions of in-depth talks with drivers in China to collect issues raised by drivers and make improvements accordingly.
- **DiDi Seeds Program** has benefited families of nearly **50,000** ride-hailing drivers.

Supporting Real Economy Responsibilities

- The enterprise solutions we provided have benefited over **550,000** companies and over **45 million** employees.
- Orange Energy has established connections with over **13,000** petrol stations and partnered with more than **3,800** small and medium-sized charging station operators.

Partnering for Development

- **100%** of our suppliers have signed the Trust and Integrity Agreement for Partners and the Suppliers’ Letter of Commitment.
- **100%** of our new suppliers have passed the entry rules for environmental performance.

Win-win Cooperation

- Our international business operates in **14** countries (excluding China).
- Our international business provided services outside China to approximately **80 million** annual active users, and operates a network of about **5 million** drivers and couriers.

Giving Back to Society

- The “DiDi Public Welfare Rescue Team” program has worked with outstanding rescue teams in different regions, providing a total of **25,000** hours of volunteer service.
- We have engaged our employees in carrying out 17 social welfare events, with a total of **12,973** person-times.

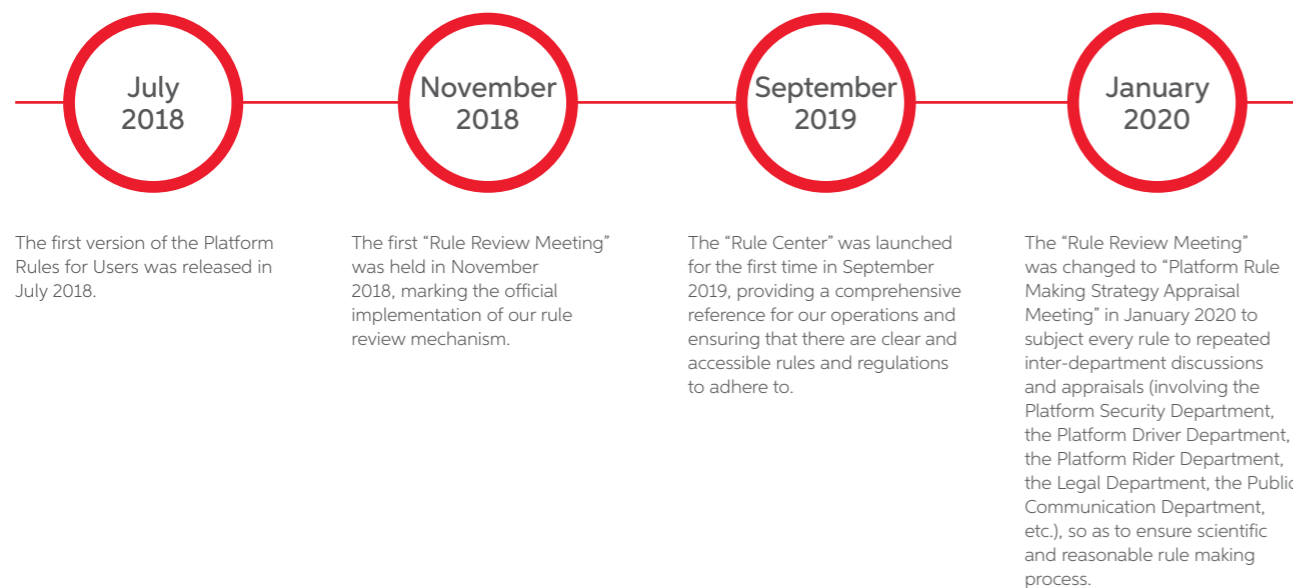
4.1 Improving Quality and Creating Value

“User Value Creation” is our core value as well as the very foundation of development. We translate this value into action by developing clear strategies, setting up systematic and scientific observation systems, and adopting top-down resource coordination. We integrate user value into all stages of product and service development, and into every aspect of our work, including developing rules and regulations, improving user experience and increasing service quality.

Rules and specifications

System of rules

To ensure fair platform rules, we have established a rule management team to develop and improve our system of rules. The initial version of the Platform Rules for Users was released in 2018. By the end of 2023, more than 500 platform rules have been formulated in total, covering various aspects, including protection of personal and property rights and interests, traffic safety, service and transaction orders, payment security, etc.







In addition, we have engaged the public through a “Public Consultation Meeting” to solicit comments from riders, drivers and the general public. By the end of 2023, over 10 sessions of discussions have been held in public consultation meetings, covering topics related to, safety, experience, rule and new business. By listening to both the drivers and the riders, we can ensure that our platform rules maintain a fair and just framework.

System establishment

An Algorithm Security Committee has been set up to eliminate problems such as unreasonable transactions and personal privacy leaks caused by non-standard application of algorithms. The committee is responsible for formulating algorithm-related risk management regulations, ensuring compliant use of algorithms, and ensuring fair and transparent platform operation.

In the meantime, we have developed the DiDi Algorithm Mechanism Review System, the DiDi Science and Technology Ethics Review System, the DiDi User Tag Management System, and the DiDi User Registration Management System, to support and secure service quality improvement.

Contents of the Systems

	DiDi Algorithm Mechanism Review System Regulating our algorithm recommendation service, safeguarding national security and public interests and protecting legal rights and interests of citizens, corporations and other organizations to promote healthy and orderly development of internet information service.		DiDi Science and Technology Ethics Review System Regulating our scientific and technological activities, strengthening the governance over ethical issues in science and technology, preventing ethical risks that may arise from technological innovation and promoting technology for social good to achieve high-level and responsible research, development and application in science and technology.
	DiDi User Tag Management System Regulating the application of user tag data, protecting users’ personal information security and legal rights and safeguarding national security and public interests to promote healthy and orderly development of internet information service.		DiDi User Registration Management System Regulating the management of user account name information and protecting users’ personal information security and legal rights to safeguard users’ rights and interests.

Service standardization

To further standardize user services and improve service quality, we have unveiled the updated Experience & Service Excellence Customer Service Information Security Management Specifications (Version 2.0) in 2023 to provide our customer service staff with guidance on information security protection and regulate their behaviors. Additionally, we have laid out management rules and requirements for physical environment, cyber security, device security and data security.

Aiming to provide high-quality service, we have participated in the formulation of group standards and national standards, including the Specifications for the Return and Disposal of Lost Items of Riders in Ride-hailing Taxis, to specify the government’s expectations and requirements for online ride-hailing.

In 2023, DiDi has helped users to recover about **580,000** items with a total value of **RMB550 million**, including **357,000** cell phones.

User experience

Adopting the user’s perspective, we incorporate user experience awareness into our daily work. This enhances service quality through good user service and optimisation of user experience.

Establishing user experience platform

We have established the User Value Development Center (UDC) as our company’s Experience Management Platform. Through the exploration of user value, the driving of experience objectives, and the dissemination of experience culture, the UDC promotes the efficient achievement of our company’s experience management goals.

The UDC provides a “one-stop” experience management solution for our business by “User and Market Research” to set the direction, “Experience Objectives and Risk Management” to maintain the baseline, and “Experience Culture Construction and Dissemination” for widespread penetration.



Explorer – User and Market Research

The user and market research has been divided into four categories: experience research, brand research, user research and new/competitive product research. Through in-depth user research, the team uncovers user needs and identifies market opportunities.



Facilitator – Improvement of User Experience and Management of Related Risks

The user experience management system and the metrics have been developed to define the “User Experience Management” strategy, identify problems associated with user experience and make improvements.



Communicator – Experience Objectives and Risk Management

Being guided by the idea of “Creating Customer Value”, a user experience culture has been developed along the course of communication of user experience culture. A user experience-oriented mentality has been formed and shaped by four capability modules, namely the “user listening” products, the communication matrix, the incentive system for user experience improvement and the user experience education system.

Listening to our users

The “User Listening Program”, a unique user experience improvement product designed to help us understand user needs and collect user experience feedback in an objective, comprehensive and authentic way, has been launched. By gradually enhancing the system’s functionalities and developing user listening plans tailored to specific user groups, we have gained insightful knowledge on user needs to enable us to continuously create value for customers.

User listening certification required for promotion

The managers are required to listen to our users in the field, meet their needs and identify the gaps and weaknesses in decision-making workflow in order to continuously optimize and improve user experience. For managers of certain ranks, obtaining the “User Experience Management” certification is a prerequisite for promotion.

User listening training for new employees

New employees are asked to complete their task of “User Listening Program” (user voices in key business scenarios) in the month of onboarding through the onboarding Program to get a quick understanding of the business.

8-hour User Listening Program

The “8-hour User Listening Program”, designed to help employees better understand users’ pain points in daily work and develop a habit of listening to users, has been launched to encourage employees to continuously listen to users and improve user experience.

Providing incentives for experience improvement

“DiDi Experience Flower” has come into being in 2015 to stimulate excellent user experience projects within the company. It has evolved over the years into a symbolic representation of DiDi’s implementation of “User Value Creation” and helped DiDi to achieve “User Experience Management” goals by motivating various business departments to improve their user experience awareness and problem solving capability.

Since its inception in 2015, the “DiDi Experience Flower” initiative has been continuously exploring outstanding user experience benchmark projects across various business departments. It aims to inspire continuous improvement in user experience and the creation of user value. In 2023, “DiDi Experience Flower” focused on three key motivational concepts and set up three awards (the Mission-Driven Award, the Continuous Growth Award and the Excellent User Experience Award) to promote the achievement of “User Experience Management” goals.

2023 - Three “DiDi Experience Flower” Awards

	Mission-Driven Award	Continuous Growth Award	Excellent User Experience Award
Recipient	Project	Project / Individual	Organization
Frequency	Semi-annual	Project: Semi-annual Individual: Annual	Annual
Area of Focus	Encourage projects from all lines of business that enhance the user experience at core user value points in 2023.	Incentivize projects or individuals from all business sectors that are continuing to explore advancements in insights, infrastructure, prevention and control, and growth and have shown significant progress or outstanding results in 2023.	An organization has been awarded for achieving the “User Experience Management” target across various business lines in 2023.



"DiDi Experience Flower" was established, aiming to draw more attention to user experience and facilitate the implementation of "Experience-driven" Strategy.



Experience improvement incentives targeted for individuals were provided in the form of "User Experience Hero".



Four categories of incentives provided in experience management were identified, including incentives for understanding of value for users, incentives for improving experience capability, incentives for experience-driven growth, and control and prevention of major experience risks.



By adhering to the mission of "driving user value with excellent user experience", it motivated business departments to improve their user experience awareness and problem solving capability to achieve "User Experience Management" goals.

Developing innovative experience improvement

DiDi Customer Service Center launched the "Visual Voice Call" in 2023 to further improve user experience. Users can connect to the Customer Service Center for free by clicking "Voice Call" on the Customer Service Center of DiDi App. This new feature allows users to engage in interactive operations on the web call page while listening to the voice call, thus improving problem solving efficiency and saving call costs for users. By the end of 2023, the "Visual Voice Call" feature has been rolled out in all cities where we operate.

Service quality

To provide users with a more reliable and efficient travel experience, we have optimized our service plans and processes by leveraging new technologies and advanced approaches to improve service quality.

Supply and demand matching

- Using intelligent vehicle dispatch system to direct ride-hailing vehicles to areas with insufficient transport capacity, so as to achieve efficient supply and demand matching and meet users' mobility demand to the greatest extent.
- Using a reasonable path-planning algorithm, we facilitate carpooling among riders with similar routes. This not only improves the efficiency of vehicle utilization but also enhances the overall mobility efficiency of the city.
- Launching the "Recommended Pick-up Location" feature to make it easier for drivers and riders to find each other, which helps avoid tens of thousands of calls between drivers and riders per day on average.
- Offering different ride-hailing modes and providing riders with options such as long-distance dispatching, ride-hailing booking and requesting multiple types of vehicles simultaneously in special circumstances like rainy and snowy days to increase successful matching rate.

Complaint and feedback management

Upholding the philosophy of "providing warm and proactive service, living up to our promises, and striving to improve the efficiency and effectiveness of ride-hailing", we have established Experience & Service Excellence (ESE), to provide users with 24/7 customer services, enhance quick response capability and secure better user experience. By the end of 2023, ESE has built up a workforce of nearly 10,000 customer service staff and a self-developed intelligent customer service system to ensure timely response to users. In 2023, the calls answered by our customer service averaged over **300,000** daily, the cumulative number of late-night calls exceeded **9 million**, and the cumulative total duration of hotline service calls recorded over **3.8 million** hours.

In 2023, DiDi Customer Service has received **8,657** commendations, including 54 silk banners or letters of gratitude sent by our users and government departments. In addition, DiDi Customer Service Center has been selected as one of the 2022 Forbes China Top 100 Customer Service Companies and rated as the "Top 10 Excellent Customer Service Providers of the Year" in the 19th Golden Headset Award.



Providing unblocked communication channels

- Establishing communication channels such as 400 service hotlines, online feedback, and multimedia communication.
- Establishing a service and complaints hotline.

Ensuring timely feedback

- Accepting problems raised by customers 24/7.
- Solving problems in real time, providing a sustained responses within 72 hours and following up and properly solving special problems.

Leveraging intelligent customer service to enhance service experience

- Accelerating the intelligent service experience improvement to provide users with better service experience.
- The user satisfaction of ESE incoming calls has been increasing continuously since 2018 and maintained above 80%.

DiDi's ESE was rated as "Top 10 Excellent Customer Service Provider of the Year" in the 19th Golden Headset Award

DiDi's ESE was rated as the "Top 10 Excellent Customer Service Provider of the Year" at the ceremony of the 19th 'Golden Headset Award' China's Best Customer Center Selection and Award" in 2023, a high recognition by the industry for ESE's digital capacity building and its ultimate service in specialized scenarios.

4.2 Caring for Drivers

We actively fulfill our corporate responsibilities by striving to provide income opportunities for drivers. In 2023, our global active drivers and couriers exceeded **25 million**, with approximately **20 million** active drivers in China. Simultaneously, we place great importance on safeguarding drivers' rights and interests. Since 2021, the DiDi Driver Ecological Development Committee has been exploring and enhancing aspects such as rights protection for drivers, stable and transparent driver income, and fair and reasonable platform rules. In 2023, through the "Chengyi Program", we upgraded three major protections for DiDi drivers: income, rights, and development, continually strengthening our efforts to safeguard their interests.



Three major protection systems under the Chengyi Program for DiDi Drivers

Income security

DiDi provides drivers with transparent and secure income through methods such as transparent billing and compensation subsidies.

Improving transparency in driver income

To fully ensure that drivers are informed about and can supervise the platform's commission, DiDi has pioneered the launch of the "Driver Income Report" in the industry. With this newly added function, drivers now can check the details of how much they get and how much riders pay for each ride of the previous day and within the past 7 days.

Advance payment and subsidy mechanism

To avoid delays in income for drivers and potential losses, the platform proactively advances payments for orders where riders haven't paid the fare within 2 hours. The platform also provides drivers with various specific compensations and subsidies, including compensation for unoccupied running, overtime waiting, holiday service fees, extra pay for intercity trips, and bad weather payments. In 2023, the ride-hailing drivers received over **RMB400 million** in compensation for unoccupied running and overtime waiting, and an additional **RMB500 million** was invested in high-temperature subsidies to share the costs of summer driving with the drivers.

Rights and interests protection

We invest resources to enhance the protection of drivers' rights and interests, including safety assurance, compensation for lost time, health care insurance and pension security.

Safety & Security

"DiDi Care" is an insurance product underwritten by a third-party insurance company with the cost borne by DiDi, covering five safety scenarios (including traffic accidents, driver-rider conflict, personal injuries, property damage, and sudden illnesses) that may occur during a ride.

It provides sixfold safety and security protections (covering emergency response, advance payment for rescue, hospital visits, proactive protection, humanitarian aid and public welfare assistance) and protects that the safety incidents that occur during operation are handled in a timely and appropriate manner, to safeguard interests of drivers and riders.

In addition, we have rolled out "Diandi Insurance", a program covering various insurance products such as accident insurance and critical illness insurance, to provide drivers with more efficient and convenient protection. Drivers can voluntarily purchase "Diandi Insurance" and pay the premium per order.

Lost time compensation

"Diandi Insurance - Loss of Income Insurance" covers scenarios with a high incidence of lost-time claims, including car damage due to traffic accidents, late arrival/cancellation by riders, accidents of drivers and riders, etc. It aims to resolve issues of income loss caused by these situations, such as being unable to provide rides, waiting time, or driving without a rider, and has achieved one-stop online automatic claims processing.

Medical security and pension security

We provide drivers with subsidies for commercial endowment insurance and commercial family medical accident insurance. In addition, we offer drivers discounts for automobile insurance and supporting services.

Driver development support

We actively explore measures to support drivers' development through welfare benefits, career services, and consultation communication.

Open communication

In 2023, the DiDi Driver Ecological Development Committee has collected over 40,000 pieces of feedback from drivers through the "Discussion" section and the "We heard you" on DiDi Driver-partner App. This feedback covered more than 600 types of issues, and DiDi has responded to 433 of them. DiDi has addressed issues generating discussion among drivers, such as map navigation, order assignment rules, anti-fraud, platform security strategy and DiDi Drive App experience, and held over 500 sessions of in-depth talks with drivers in more than 100 cities to discuss topics like commission rate, order assignment, liability determination, safety and rights protection, labor union and etc., in order to collect feedback from drivers and make improvements accordingly.

Driver training

DiDi Classroom is a daily learning platform for DiDi drivers to get started and grow as a ride-hailing driver. It provides more than 80 courses, covering six aspects, including mobility safety, service standards, platform rules, basics operations, earning potential and career development. In 2023, there were more than 180 million training sessions completed by drivers via the App with a satisfaction rate of up to 90%.

Driver recognition

In 2023, DiDi held three Honor Recognition commendation activities for drivers across the nation, including 2 quarterly Honor Recognition commendation activities and 1 annual Honor Recognition commendation activity. A total of 27,000 drivers have received rewards and recognition, and 35 drivers granted state-level awards. To make the incentive system more universal, we have established a reward and recognition system to recognize drivers' exemplary behaviors on a regular basis. In 2023, an average of 29,000 drivers have received medals of honor every month.

Driver care activities

We have carried out a variety of activities for drivers and provided them with various holiday benefits in order to pay tribute to the hard-working drivers who take orders during holidays. For example, we have organized holiday welfare activities and holiday-themed events, such as welfare station, driver family feast and garden party, during holidays in several cities across the country to celebrate the holidays with our driver partners.

4.3 Supporting Real Economy

In addition, we have adopted several long-term humanistic care measures for our drivers and their families, including the “Mulan-like Women Drivers Network” for female drivers, the “DiDi Veterans Service Center” for retired soldier drivers, and the “DiDi Care Fund” designated for drivers in special difficulties, which provides humanitarian assistance to ride-hailing drivers and their families who face difficulties in their daily life due to serious illnesses, disasters, and other factors to help them live through the difficult times.

In addition, DiDi launched the “DiDi Seeds Program”, which focuses on the education and development of the children of ride-hailing drivers.

In the area of major transportation, we leverage the outstanding advantages of the platform in promoting the digital transformation of enterprises, strive to advocate for digitalization of traditional mobility and make pioneering contributions to the digitalization of mobility ecosystem, and provide enterprises within the ecosystem with digital solutions to enable them overcome challenges associated with slow and difficult digital transformation.

Taxi industry

We have launched the “Integration and Development for Taxi Industry and Ride-hailing Industry” program to coordinate with traditional taxi companies to drive their “Internet plus” transformation and upgrade, and help taxi companies improve the service as well as the income of drivers.

By the end of 2023, a total of **69** cities in 19 provinces have implemented this Program, benefiting over **110,000** taxi drivers.

Corporate clients

For enterprises, the most practical solution is the one that can drive sales and lower costs.

By integrating and utilizing our experience in ride-hailing services, business travel services and financial management, we have developed and provided corporate clients with a one-stop digital solution integrating “mobility services, business travel services and cost control services”, providing “door-to-door” business trip services while enabling centralized reconciliation and settlement by interfacing with corporate financial management system.

On one hand, the enterprise solutions enable corporate clients to exercise integrated business travel management, conduct precise control over business travel costs and save manpower and expenditures; on the other hand, the enterprise solutions allow corporate clients to provide employees with integrated mobility experience with no need for disbursement or reimbursement and quality service with a high level of safety and security.

By the end of 2023, our enterprise solutions have benefited over **550,000** companies and **45 million** employees. It can help enterprise clients reduce their vehicle usage and travel costs by **30%**, save **83%** of time on invoice review, and avoid **8%** of non-compliant expenses. This not only saves costs for businesses and streamlines management processes but also provides convenience for employees.

Leasing companies

We have teamed up with thousands of leasing companies, most of which are SMEs. To facilitate the digital transformation of leasing companies, we have tailored four digital management systems to help these companies reduce cost and increase efficiency from the dimensions of customer acquisition, fleet management and driver services. Take the transaction management system as an example, based on the public SaaS service, leasing companies may implement integrated full-lifecycle transaction management from listing, pricing, contract signing, vehicle pick-up, rent collection to renewal and vehicle drop-off, which simplifies the traditional sophisticated transaction management process and allows leasing companies to focus more on time and energy on improving their operations and services.

DiDi announced Ten Commitments at DiDi Driver’s Day

In November 2023, the fifth “DiDi Drivers’ Day” was held in Hangzhou.

We have announced our “Ten Commitments” to the driver community on site, including making commission rate open and transparent, providing reliable income, improving order dispatching experience, fighting against cheating behaviors, enhancing driver-rider relationship, protecting driver safety, listening to drivers’ voices, offering rewards and assistance to new drivers, increasing pension security and medical insurance, and investing RMB10 billion to provide drivers and riders with subsidies.



“DiDi Seeds Program” supports the education for children of DiDi drivers

“DiDi Seeds Program” is the first domestic public welfare initiative that focuses on the education and development of ride-hailing drivers’ children. Since its establishment in 2018, the Program has awarded college entrance examination scholarships and launched a series of programs such as Motivation Class and Public Accessible Class for drivers’ children at different stages of growth. By the end of 2023, we have awarded “DiDi Seed Scholarships” to nearly 1,000 drivers’ children and supported approximately 50,000 DiDi driver families directly.

A total of 18,600 driver families enrolled into the “DiDi Seeds Program” in 2023. Among their children, 9,512 have been admitted to undergraduate programs, 2,607 were enrolled in key universities such as those in the 985 and 211 projects, 113 were admitted to universities directly under the administration of national departments, and 836 chose vocational education.



4.4 Partnering for Development

Petrol station and charging operators

Orange Energy has connected with more than 13,000 petrol stations and partnered with over 3,800 small and medium-sized charging station operators. Relying on the technical strength of the platform, a complete set of digital management tools have been developed for small and medium-sized operators within the ecosystem to improve the service capacity, operating efficiency and market competitiveness of petrol stations and charging stations. Digital tools such as heat maps have been used to provide operators with guidance on site selection and help operators increase operating efficiency, and digital marketing models have been adopted to increase operators' earnings and effectively ease the pain points of petrol stations and charging operators.

Small and medium-sized power users

In response to China's "carbon peaking and carbon neutrality goals" and the call for new power system development, we have actively carried out pilot virtual power plant projects and motivated a large number of small and medium-sized charging station operators and other power users. On one hand, we participate in electricity trading as the power seller and reduce the cost of electricity for charging station operators and other small and medium-sized power users through centralized procurement. On the other hand, we participate in the ancillary services market on behalf of small and medium-sized charging station operators as the load aggregator and enable peak shaving and valley filling of NEVs by providing charging subsidies and leading responsible consumption to ease the pressure on supply and demand of power and promote clean energy consumption.



To achieve systematic supply chain management, we have developed relevant system documents, such as the Group's Suppliers Management Policy and the Procurement Management Policy. These documents regulate supplier admission and review, selection and engagement, performance evaluation, and other management requirements. They define the roles and responsibilities of different departments in the procurement process, outline procurement disciplines, risk control measures, and the separation of procurement powers. By implementing these measures, we have developed a systematic procurement process management system to effectively manage our suppliers.

Supplier management

Supplier Admission. We rigorously conduct review of supplier admission documents and compliance risk assessments to ensure suppliers meet the qualification criteria.

Supplier Rating. We have established a supplier rating mechanism and a blacklist system. We conduct regular supplier performance assessments, dynamically rate suppliers based on assessment results, and carry out follow-up maintenance and management according to suppliers' ratings. In 2023, we have conducted an annual performance assessment on key suppliers with high purchasing amounts.

Supplier Training. Every year, we host conferences with suppliers of outsourcing service categories on an annual basis and provide training sessions to suppliers to enhance their understanding and compliance with Service Provider Management Standards. During these training sessions, we emphasize the importance of adhering to the procurement policies and red lines. In 2023, we successfully conducted training for more than 40 active suppliers.

Sustainable supply chain

In the established Group's Suppliers Management Policy, we explicitly encourage and guide suppliers to enhance their environmental, social, and governance management practices. We drive suppliers to comply with our code of conduct related to anti-corruption, labor rights, and environmental protection to create a sustainable supply chain.

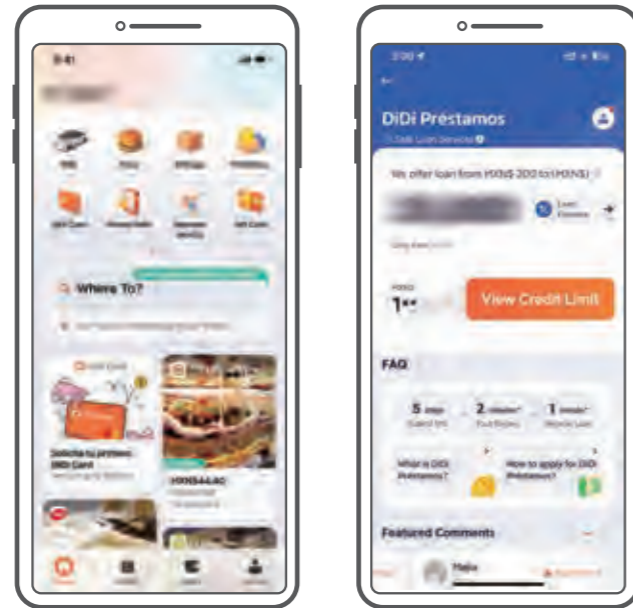
100% of our cooperative suppliers have signed the Trust and Integrity Agreement for Partners and the Suppliers' Letter of Commitment. The Trust and Integrity Agreement for Partners specifies that suppliers should comply with laws, regulations and partner code of conduct and prevent fraud, commercial bribery, unfair competition and conflict of interest, while the Suppliers' Letter of Commitment contains provisions on compliance with laws and regulations, labor employment, health and safety, business ethics and anti-sexual harassment.

In terms of environmental protection, we have clear requirements for suppliers and set up relevant admission criteria. In 2023, **100%** of our new suppliers have passed the entry rules for environmental performance.

Regarding employment practices, we ask our suppliers to abide by international and local laws and regulations, prohibiting forced labor, child labor and gender and racial discrimination. We prioritize the protection of the rights and interests of supplier employees. In 2023, no incidents of the aforementioned illegal labor practices were reported among our suppliers.

4.5 Win-win Cooperation

We are actively exploring ways to leverage the extensive experience we have accumulated in the Chinese market and promote it worldwide. Focusing on the countries along the “Belt and Road,” we combine local characteristics to provide a diverse range of products and services centered on transportation, including food delivery and financial services. By the end of 2023, our international business had expanded to 14 countries.



Mobility business in international markets

Since our initial expansion into international market in 2018, we have launched mobility services in 14 countries, including Brazil, Mexico, Chile, The Republic of Colombia and Australia. Our services cover a wide range of categories, including Express, Moto and Delivery Service (Entrega).

DiDi Online Moto – adhering to the value proposition of “Affordable and Efficient rides” and creating more income opportunities

We launched the international motorcycle taxi business line, Moto, for the first time in Brazil in January 2022. Currently, Our Moto service is available in 6 countries, including Brazil, Mexico, The Republic of Colombia, The Dominican Republic, Argentina and Egypt. By the end of 2023, our Moto service served 24 million active users, including 1 million drivers and 23 million riders.

By adhering to the value proposition of “affordable and efficient rides”, DiDi Moto has gained popularity throughout these markets and helped create more income opportunities.

DiDi has worked out safety and security technology strategies for international markets based on its experience in safe operation in China and the local conditions of other markets and introduced more than 20 safety features, including trip sharing, adding an emergency contact and one-click emergency calling, and as well as providing 24/7 international customer service.

DiDi launches “DiDi Women” to safeguard female drivers and riders

Based on the demand of international markets, we rolled out “DiDi Women” in countries like Mexico, The Republic of Colombia and Chile, focusing on safeguarding female drivers and riders. Once enabled, the platform will dispatch ride requests from female riders only to female drivers.

“DiDi Women” was selected as one of the UN SDG Good Practices in 2021 and won the “Best Inclusion Award” in the 2023 APEC Innovating for Public Urban Technology Transformation Competition.



Food delivery business in international markets

DiDi’s international food delivery has become popular among Latin American users by sticking to the value proposition of “Providing Diverse Options and Quality Service at Better Rates”. Currently, DiDi Food is available in 4 Latin American countries. In Mexico, DiDi Food leads in the industry in terms of order volume and brand awareness.

Financial business in international markets

DiDi has launched financial services in Latin America since 2021. Currently, DiDi’s financial services are available in 2 countries, Mexico and Brazil.

DiDi has signed an agreement with BePay, a Brazilian financial technology company, to acquire 100% of its equity in October 2023. Through the collaboration, DiDi and BePay joined hands to provide Brazilian users with safe and secure online payment services, contributing to the widespread adoption of mobile payments in Brazil.

4.6 Giving Back to Society

As a mobility company, we actively contribute to social emergency rescue and participate in philanthropic endeavors as part of our corporate social responsibility. In September 2023, we were granted the 12th “China Charity Award” by the Ministry of Civil Affairs of the People’s Republic of China.

Mobility support

We have set up several fleets consisting of more than 100 people to provide mega-events with mobility support. In 2023, DiDi has supported many large-scale international events, including the 133rd Canton Fair, the 31st FISU Summer World University Games, the 2023 China Langfang International Economic and Trade Fair, and the 19th Asian Games Hangzhou.



DiDi provides mobility service for the 31st FISU Summer World University Games

DiDi was selected as the official mobility provider of the 31st FISU World University Games. Under the joint guidance of the Executive Committee of 2021 FISU WUG and the Chengdu Transportation Bureau, a support fleet consisting of ride-hailing vehicles dedicated to WUG was established to provide spectators with mobility services. In the meantime, DiDi Bike developed an operation and maintenance assurance plan and tailored a fleet of shared bikes inspired by the panda mascot, named “Rongbao”, for the 2021 FISU WUG to meet the mobility needs of residents and spectators during the Games, thus driving the FISU World University Games towards its green mobility goals.



DiDi provides mobility service for the 19th Asian Games Hangzhou

To ensure seamless transportation and viewing experiences for athletes, staff, media personnel, volunteers, Hangzhou residents, and out-of-town visitors during the Asian Games, DiDi rolled out a comprehensive suite of safety and service measures. Additionally, a station was set up at the entrance of the Asian Games Village to provide convenient services for media reporters and athletes.



Emergency rescue

In 2021, we established the “DiDi Emergency Rescue” program with the Chinese Red Cross Foundation, through which the “DiDi Public Welfare Rescue Team” was launched in October 2021 to carry out close cooperation with the Shenzhen Rescue Volunteers Federation, the Shanxi Tianlong Rescue Team and the Beijing Red Cross Army Red Rescue Team. Through joint training and coordinated development, free training on rescue theories and professional skills and joint actions have been organized for ride-hailing drivers who enrolled on a voluntarily basis.

By the end of 2023, the total training time of DiDi Public Welfare Rescue Team has reached **29,000** hours and the total volunteer time reached **25,000** hours.

Passing on love

We take the initiative to carry out public welfare activities, continue to donate office equipment, bikes and supplies for post-disaster recovery to villages, and support villages to progress towards sustainability, while encouraging employees to participate in public welfare activities and increasing their sense of social responsibility.

Supporting village development

DiDi has repeatedly donated materials and helped Siduhe Village in Huairou District of Beijing. In 2023, DiDi pioneered a public welfare program by donating books and 20 unlocked DiDi bikes. This initiative promoted rural cultural tourism development by encouraging tourists to donate a book in exchange for a one-hour biking experience in Chestnut Blossom Valley of Siduhe Village. After Siduhe Village was struck by floods, DiDi responded swiftly by organizing volunteers to clean up sludge and assist in post-disaster recovery. Additionally, DiDi provided in-kind donations such as drinking water and rice.



Employee public welfare activity

We organized themed public welfare programs monthly to provide a platform for employees to make donations to charity and participate in public welfare activities. By the end of 2023, 17 themed public welfare programs have been held with 12,973 person-times in total. Among these, the “Clothes and Book Donation Program”, the “Recycling and Upcycling Program”, the “Low-carbon Mobility and Workout Attendance Program”, the “Stray Animal Rescue Program” and the “Walk into Community – Teaching the Elderly to Use Mobility App” have received high praise.

Meanwhile, we advocate an honest, upright, and positive corporate culture. Since our gift management mechanism, which requires employees to report and turn in the business gifts they received, we organize internal charity sale events on a regular basis to sell the gifts turned in by employees and donate the money so raised to public welfare programs.



“DiDi Public Welfare Rescue Team” rushed to areas affected by heavy rain in Beijing and Hebei Province to provide disaster relief

Extreme rain battered many areas in Beijing, Tianjin and the province of Hebei in the wake of Typhoon Doksuri in July 2023, causing widespread flooding and damage in the region. Drivers from the “DiDi Public Welfare Rescue Team” program rushed to Beijing and Hebei Province for emergency rescue, covering 7 villages and towns and transferring 930 people trapped by the flood. In addition to the rescue work, DiDi drivers also provided logistics support, facilitated the materials collection and distribution and contributed to the epidemic prevention and control, so as to provide the disaster-stricken people with timely help and support.



DIVERSITY & INCLUSION

To create an inclusive and equal workplace environment and to support the development and growth of our employees, we actively promote diversity, and strive to build a healthy and sustainable platform ecosystem.



We believe that employees who are treated with respect and put in a position to succeed serve customers better and contribute more to the long-term health of our business. That's why we seek to foster an inclusive culture and equality, where employees are passionate about what they do, and everyone is striving to be the best version of themselves. That is the key to sustainable development.

Promoting Talent Development

- Our employees are **100%** covered in the talent development training.
- We have provided a total of 31 orientations for new employees. The average training duration per person is **21** hours.

Enriching Employee Cultural Life

- DiDi Farm has welcomed more than **9,000** employees and their families in total.
- We have set up **34** clubs, including football, basketball, photography, music club, and other categories.
- we organize and encourage employees to participate in various recreational and sports activities, including "Culture in City" Program, "DiDi Orangers Growth Program" and "DiDi Family Day".

Creating a Positive Working Environment

- Our employees come from **22** countries worldwide.
- We awarded "Desirable Employer" and "SHE Power Employer" by 2023 Maimai MAX Annual Employer.
- The DiDi Women's Network (DDWN) has been operating for a total of **7** years., and the DiDi Diversity and Inclusion Network (DDIN) has been in operation for **3** years.
- The proportion of female employees is **40.1%**.
- **22.8%** of senior management positions are held by women.
- Carrying out daily routine inspections in the national workplace, the resolution rate for potential hazards or non-standard issues is **100%**.

Enhancing Employee Rights and Interests Protection

- We have set up the Organization Construction and Employee Development Safety Committee under the Comprehensive Safety Management Committee.
- We have provided **commercial insurance** for employees and their spouses, parents and children.

5.1 Promoting Talent Development

We attach great importance to the growth and development of our employees. With the established the talent assessment system and the unblocked career development paths, we provided abundant training and orientated talent developing plan to our people to continuously enhance the employees' capabilities and to promote talent development.

Talent assessment system

We have set up a comprehensive talent assessment system, covering multi-dimensional feedback, performance assessment, talent review and promotion review. The talent assessment enables employees to collect feedback on their performance and capabilities from their partners, peers and subordinates and to form self-awareness and explore their potential based thereupon. The talent review, on the other hand, helps employees find the right position for them and identify development opportunities.

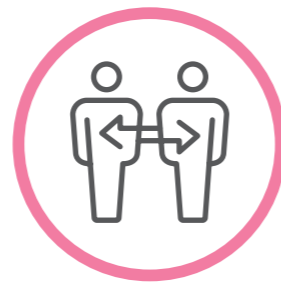
Career development path

We have established three career development paths for our employees, including the Management Track, the Professional Track, and the Sales & Service Track, complemented by a robust promotion system and the "Talent Flow" mechanism. These provide diverse upward and lateral development opportunities for employees with varying responsibilities and capabilities.



Promotion

We offer enhanced career development opportunities to employees who have demonstrated significant growth in their capabilities, made ongoing contributions to DiDi, and shown exceptional performance and dedication in their roles.



Transfer

We encourage employees to search for job positions matching their interests and advantages. Employees who have passed the interview through the "Talent Flow Program" can be transferred to other departments and get more opportunities.

Employee training and tutoring

Since DiDi Academy established in 2015, we have insisted the idea of "Accelerating Growth". By offering onboarding training and provide special training on the leadership and common skills in the workplace, we helped our employees on enhance their special skills and leadership to foster a culture of continuous learning and development within our organization.

New employee training program – "On the Tree"

The "On the Tree" program is an onboarding training designed to familiarize new employees with the workplace, their job content, company policies, and coworkers. The program provides a variety of courses to help new employees obtain all the information they need to settle into the company. In 2023, we have provided a total of 31 orientations for new employees. The average training duration per person is **21** hours.



5.2 Enriching Employee Cultural Life

To promote internal communication and increase team cohesiveness, we organize and encourage employees to participate in various recreational and sports activities through cultural branding.

Internal Information and Bulletin Board

The video programme, “DiDi News”, broadcasts various company’s news and updates. “Story on Journey-DiDi Weekly Poster” posts positive stories of drivers, riders and our employees and shares the warm stories that happened on the road. The internal “Story Sharing Roundtable” invites outstanding employees to share their experience in the face-to-face workshop to enhance employees’ sense of belonging and the bond with company.



Conveying cultural spirits through “Culture in City” Program

The “Culture in City” Program is designed to convey our cultural spirits to employees in different cities through training and sharing events. A series of regional roundtables have been organized to collect feedback from frontline employees, identify employees’ demands and record problems discovered. We also have arranged for outstanding employees to share their cultural stories and collected and publicized great cultural stories around us.

In 2023, the program extended its reach to Customer Service Centers and work place in Shangrao, Wuhan, Hangzhou, Tianjin and other cities. It organized a series of cultural experience activities that allowed participants to revisit the developmental journey of our corporate culture. The program also provided a platform for outstanding employee representatives to share their inspiring stories, serving as role models for others.



DiDi’s Leadership Development Training Program

The DiDi Leadership Development Training Program includes the DiDi Management Orientation (DMO), DiDi Management Way (DMW), New Manager Transition, and a series of fundamental management courses for all managers. Among these, DMO is a management transition simulation camp designed for front-line managers. In 2023, it was held 7 times with 235 participants. DMW, a classic program that embodies our management culture, was also held 7 times in 2023, with 233 participants.



DiDi Management Orientation (DMO) Training Camp



DiDi Management Way (DMW) Program

Sharing book reviews through “DiDi Orangers Growth Program”

The “DiDi Orangers Growth Program” is designed to promote the culture of reading to all employees with covered contents of business management, leadership, communication, team building, mental growth and personal health. The Programme posts the recommended reading list and golden quotes on a daily basis. We also host reading parties and book review sharing activities for our employees. In April 2023, a Reading Month event was held, inviting guest speakers to share their insights. Both employees and drivers participated in the event through online and offline channels.

Participating in sports events

DiDi Football Team has taken part in the China Network Media Football Elite Competition held by the Office of Cyberspace Affairs of Beijing Municipal Committee and the Beijing Internet Association since 2015. In 2023, DiDi Football Team got down to the final eight and won the “Best Organization Award” granted by the Organizing Committee and the first prize in the video contest themed by “The World of Internet Football in My Eyes”.

We also organized various sports leagues, including basketball games, badminton competitions and football leagues for our employees. In 2023, a total of 4 games were organized and held in cities like Beijing, Tianjin, Hangzhou, Guangzhou and Chengdu, covering about 1,500 participants.



Setting up various interest-oriented clubs to enrich after-work life

We set up 34 clubs, including sports clubs of football, basketball and badminton, and other recreation clubs such as photography club, music club and board games club. We organized workshops to share the club members experience on a regular basis and host the annual motivate gathering. In 2023, the E-sports Club, which hosts minor leagues independently, was selected as the “Excellent Club of the Year”, and the Cycling Club experienced the most significant membership growth and was awarded as the “Acquisition King” for the year.



Planning Family Day for employees

In 2023, the “DiDi Family Day” has been held in 5 cities and a total of 10 themed events have been organized, covering more than 1,000 families. While organizing the Family Day events for our employees, we also seek ways to extend the coverage of the program. In August 2023, we invited DiDi drivers and their family members to take part in the Family Day events, demonstrating our care and love for them.



Building up DiDi Farm to bring employees and their families to the nature

DiDi Farm spans an area of 6400 square meters and includes a picking area, sand area, amusement area, drawing area, flower wall area, and resting area. In 2023, more than 9,000 employees and their family members visited DiDi Farm, enjoying joyful moments while experiencing the farm’s natural and tranquil environment.



5.3 Creating a Positive Working Environment

We are committed to creating a working environment which promotes inclusiveness and a sense of belonging, and embraces employees with unique experiences and diverse backgrounds. We strive to ensure that employees from various regions and backgrounds feel acknowledged and respected, facilitating mutual growth for both staff and the company. In the meantime, we prioritize the comprehensive safety and health of our employees and provide a robust system of support to ensure their well-being. By creating a healthy, safe, and convenient work environment, we enable our employees to thrive and succeed in their roles.

Diverse and equitable workplace

With employees from 22 countries, we implement employment policies that promote fairness, equity, diversity, equality and inclusivity. We have established a dedicated working group for Workplace Behavior Standards. We respect and safeguard employees rights by adopting a strict zero-tolerance policy towards any form of discrimination, harassment, or threat, whether based on gender, geography, race, age, religion, pregnancy, or disability, and strictly following the principle of distribution according to work, which ensures that all permanent employees receive equal pay for equal work, regardless of their gender, age, ethnicity, and geography.

- Including anti-discrimination provisions in the recruitment criteria, disallowing non-work-related personal questions, such as questions relating to personal relationship, marital status, constellation, blood type and religion, during recruiting process, and carrying out special training for interviewers.
- Setting up a dedicated channel to report harassment in the workplace, carrying out special campaigns to prevent workplace sexual harassment and assigning specific personnel to address workplace sexual harassment.
- Organizing activities and events for employees to share anti-harassment practices on a regular basis, and inviting external experts to share basic standpoints, current laws and common misunderstandings about workplace sexual harassment and how to deal with it.
- Adding anti-sexual harassment policy requirements to supplier terms.
- Following the principle of equal employment opportunity worldwide and announcing commitments to diversity, inclusiveness and equal employment opportunity to the public.
- Conducting specialized training on "Diversity and Inclusion in Talent Attraction".

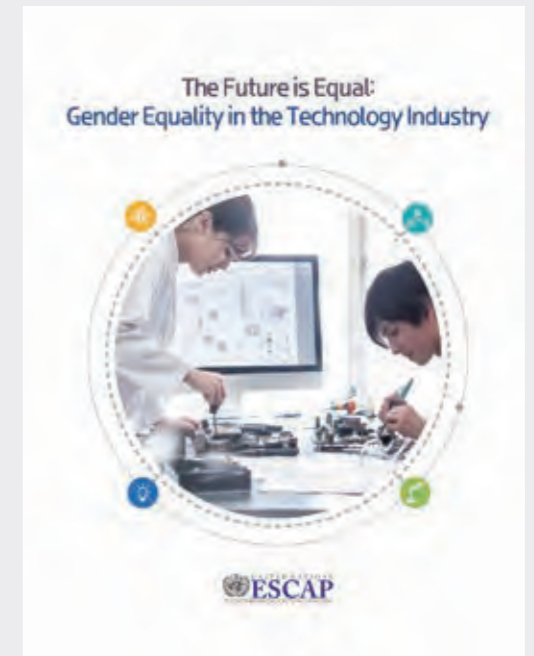
DiDi's Women's Network

DiDi's Women's Network (DDWN) was established in 2017. With the motto of "Be Great, Be You", DDWN aims to foster a growth-oriented work environment that provides women with a more equitable and inclusive atmosphere that enables them to take more initiatives. DDWN launched a series of initiatives, such as DiDi Women's Month, profile stories of DiDi women, an online learning portal and the Women's Leadership Program. During the period from 2021 to 2023, a total of more than 10,000 female employees have taken part in activities held by DDWN.



Being elected as Good Practice Case by UN ESCAP

DDWN's practices in alleviating the double burden on women and promoting women's career development have been included as a best practice case study in the white paper on gender equality in the technology sector by the United Nations Economic and Social Commission for Asia and the Pacific (UN ESCAP).



DIDI Diversity & Inclusion Network

DiDi Diversity & Inclusion Network (DDIN) was established in 2021 as an expansion of DDWN, which focuses on women. DDIN promotes the value of diversity and builds a culture of inclusion throughout the world. DDIN has set up cross-BU employee resource groups consisting of women, individuals with disabilities, working parents and ethnic minorities, organizes Women's Month and Mental Health Month in certain countries outside of China, as well as DiDi Diversity & Inclusion Month globally, which have reached nearly 20,000 employees since its inception. It has so far carried out a series of D&I trainings, including unconscious bias training, D&I training for team leaders, recruitment teams and new international employees.



Safe workplace

We make utmost efforts to create a healthy and safe workplace by establishing an effective and efficient safety guarantee system and improving our emergency response processes.

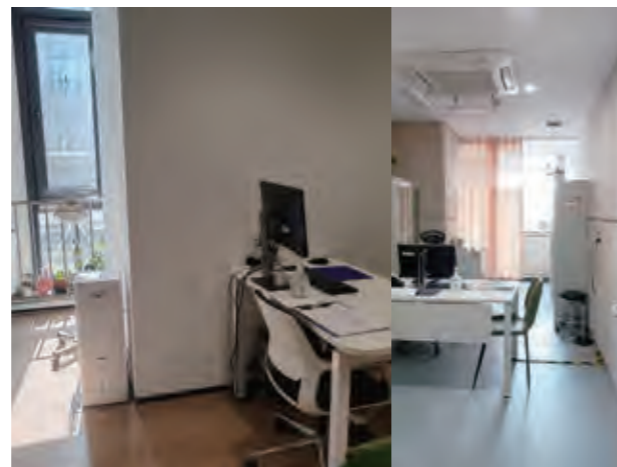
System support

We have implemented a range of policies and systems to safeguard employee health and safety. These include the Workspace Management System, the Workplace Fire Safety Management and Prevention System, the Shuttle Bus Management System, the Canteen Operation Management Systems, and the Workplace Sports Safety Regulations.

Environmental decoration and equipment support

During the workplace renovation process, we insist on using eco-friendly decoration materials and conduct routine and special inspections. Every year, we conduct safety risk assessments on equipment and facilities within the office area, including security systems and fire protection systems. This assessment helps us identify potential defects and address hidden safety risks. In 2023, there were no reported safety incidents in key operation areas such as shuttle bus, canteen, and fitness room.

We have arranged and optimized the placement of automated external defibrillators (AEDs) to improve employees' first-aid capabilities and create the conditions necessary for carrying out first aid. We have placed a total of 20 AEDs in qualified workplaces according to the AED placement standard and set up Health Rooms in 6 workplaces across the nation.



Workplace safety education

We regard safety education as an integral part of our safety management and distribute workplace safety-related alerts and messages, including health and safety propaganda materials, safety education, messages from management, safety alerts, etc., via various communication channels. In addition, since 2020, we have launched the "Knowledge & Action Program", a mandatory online safety training course designed for all employees. Participants are required to take relevant exams as part of this program.

Supportive workplace

We have improved and upgraded our office system to better support our employees during work and in life with more convenient and efficient services.

Intelligent administrative service system

The system has 20 subsystems and platforms, covering meeting room reservations, Youju (DiDi courier service), Wenju (DiDi cultural service), shuttle bus, food mart, coffee shop, etc., benefiting 100% of our employees across the nation.

Employee experience center

EEC provides a convenient and efficient one-stop platform solution for routine businesses. Employees can address various daily work issues through phone calls, D-Chat official accounts, emails, and shared service centers. In 2023, EEC has addressed a total of around 450,000 service requests from employees, recording a satisfaction rate of 99.8%, and accepted more than 500 complaints, 98% of which were addressed within 24 hours.



5.4 Enhancing Employee Rights and Interests Protection

To effectively protect employees' rights and interests, we have set up a comprehensive human resource management system, covering aspects like recruitment and employment, organization development, talent development, compensation and welfare, employee training, cultural activities and employee relationships.

Supportive organizations

The Organization Construction and Employee Development Safety Committee has been set up under the DiDi Comprehensive Safety Management Committee, to build up systems to identify, prevent and control safety risks related to organization construction and employee development and ensure safe organization construction and employee development.

Sound processes and procedures

Diverse recruitment channels, covering social recruitment, employee referral, employee transfer, campus recruitment, internship recruitment and industry-university partnership programs, have been established to diversify our talent team and meet the talent demands for different job positions.

We strictly abide by the Labor Law of the People's Republic of China and other domestic and international relevant laws and regulations to protect employees' lawful rights and interests. Following the candidate's consent and ensuring the protection of personal privacy and information security, we conduct background checks on candidates who successfully pass the interview stage. These checks are carried out to verify the authenticity of their qualifications and prevent any instances of unfair labor practices, such as child labor.

We are one of the first internet-based companies in the industry to require authorization on personal information in the recruiting process. With well-established recruitment process and procedure, we focus on securing the security of personal information. After the resume of a referral candidate is included in the our social recruitment system, we will notify the candidate of the specific personal information required and its intended usage in accordance with the Personal Information Protection Law and proceed with the subsequent recruitment process only after obtaining the candidate's authorized consent.

Attractive incentive system

We adopt a combination of spirits incentives, development incentives and material incentives to provide employees with differentiated incentives.

In terms of spirits incentives, the special initiative entitled "DiDi Annual Spiritual Incentives" has been carried out at the company level and a variety of honor incentives have been created by business department to provide excellent teams and outstanding employees with diverse and multi-dimensional rewards and motivations.

In terms of material incentives, we ensure market competitiveness and differentiated compensation according to job grades and position sequences. Performance-based salaries and bonuses are used to motivate employees to unlock their full potential. Moreover, we grant stock options to key employees with a track record of good performance and high potential and share the benefits generated by continued business growth with employees.

In terms of development incentives, we organize an annual performance assessment at the end of each year and implement a comprehensive evaluation and alignment mechanism to ensure that every employee receives objective and fair recognition in commensurate to their output and contribution. The managers would provide employees with development-related feedback through performance communication, point out improvement areas and guide employees to grow and develop with the company.

Comprehensive welfare plan

We attach great importance to employees' health and feeling. In addition to complying with local laws and regulations by providing basic medical insurance, we also offer commercial insurance and certain flexible benefits options. Employees have the opportunity to choose and purchase commercial insurances (including large-value life insurance and critical illness insurance) for their spouses, parents and children based on their family status.

We arrange for employees to take free health examinations on an annual basis, carry out regular health education activities, such as care for women program, first-aid training and lectures on health-related topics. We provide our employees with free psychological counseling services to help them manage mental health concerns.



Employees are entitled to various vacations, such as annual leave, paid sick leave, marriage leave, maternity leave, parental leave, etc., to achieve a work-life balance. Additionally, we offer various holiday gifts to employees, including Mid-Autumn Festival mooncakes and anniversary gifts, to show them care and love.

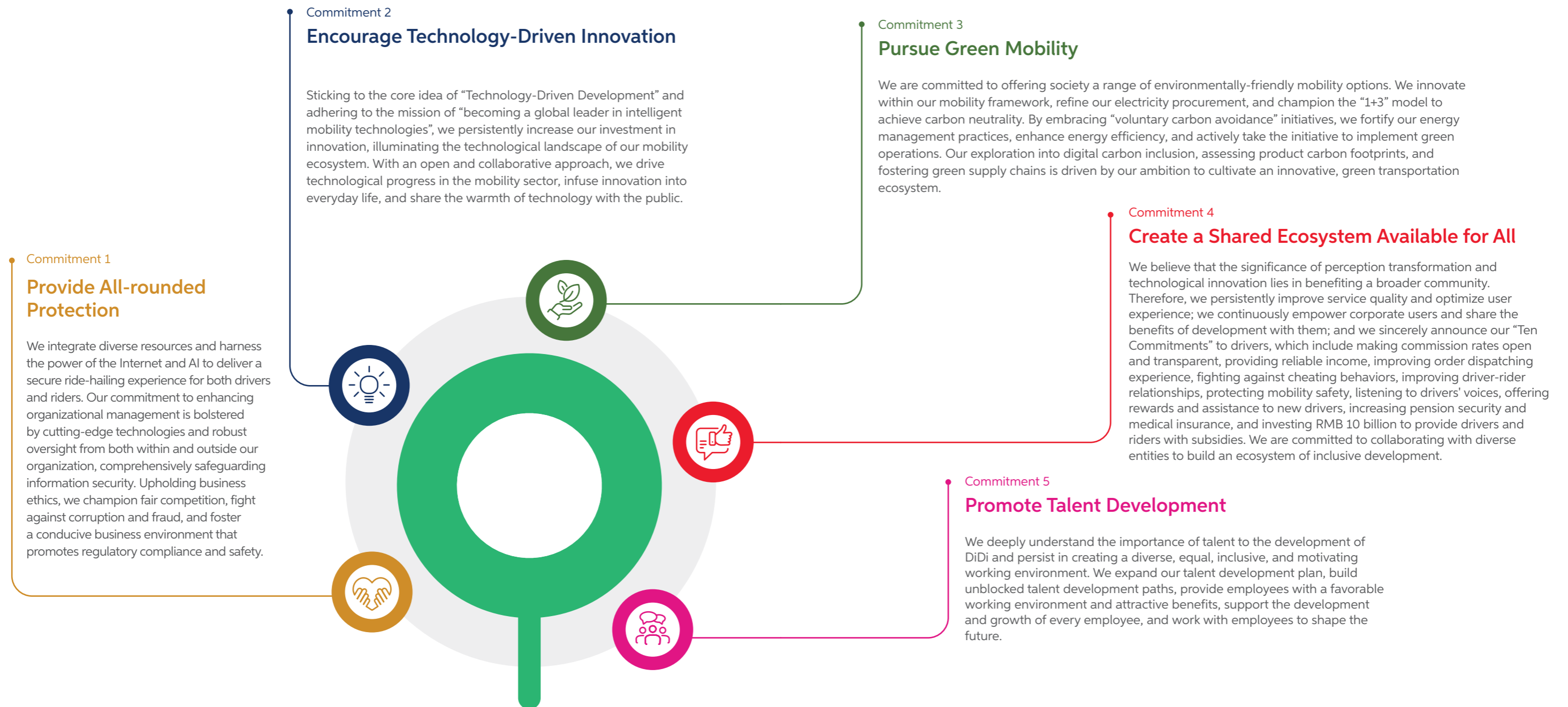
In addition, we provide employees with various additional benefits, including supporting services like employee canteen, food mart, coffee shop, delivery locker, shuttle bus, fitness room, baby care room, DiDi Everyday Market (convenient shopping services with better price), cultural shopping mall system (DiDi Store, Reward Points Mall and Muji Public Welfare Mall), and public rental housing service.



Baby Care Room

DiDi Store

YEARN FOR A BETTER JOURNEY



APPENDIX 1: SUSTAINABILITY KEY PERFORMANCE METRICS TABLE

Environmental performance

Indicators	Unit	2023	
GHG emissions	Total GHG emissions (Scope 1, 2 and 3) ¹	Tons of carbon dioxide equivalent	12,357,797.6
	Emission under Scope 1 and Scope 2	Tons of carbon dioxide equivalent	79,063.5
	GHG emissions per unit of income (under Scope 1 and Scope 2)	Tons of carbon dioxide equivalent/million RMB	0.4
	Emissions under Scope 3	Tons of carbon dioxide equivalent	12,278,734.1
Energy	Purchased electricity ²	MWh	131,249.4
	Consumption of purchased electricity per unit of income	MWh/million RMB	0.7
Resources	Total water consumption ³	Tons	145,000
	Aggregated water consumption intensity	Tons/million RMB	0.8
	Workplace paper consumption ⁴	Ten thousand pieces	549
Waste	Non-hazardous waste production ⁵	Ten thousand cubic meters	6.7

1 The Total GHG emissions mainly include emissions from purchased electricity and GHG emissions associated with employee travel, leased assets, two-wheeled car haulers, the AMC and mobility services in China (ride-hailing, bikes and e-bikes). The GHG emissions are calculated according to the GHG Protocol Corporate Accounting and Reporting Standard developed by World Resources Institute (WRI) and the World Business Council for Sustainability (WBCSD), and the national average emission factor for the power grid for 2022 (0.5703tCO₂/MWh), as specified in the Notice on the Management of Greenhouse Gas Emission Reports for Enterprises in the Power Generation Industry for 2023-2025.

2 The purchased electricity includes the electricity purchased for data centers and workplaces.

3 Total water consumption refers to the workplace water consumption. The water used is supplied by municipal water supply system, and there are no other sources of water.

4 The Workplace paper consumption encompasses the consumption of A3 paper and A4 paper.

5 Non-hazardous waste production refers to the non-hazardous waste production in workplaces, kitchen garbage included.

Social performance

Employment⁶

Indicators	Category	Unit	2023
Total number of employees		Person	19,328
Number of employees by employment type	Permanent employees (or full-time employees)	Person	19,328
	Other employees (or part-time employees) ⁷	Person	1,323
Number of employees by region	Chinese Mainland	Person	17,168
	Other countries	Person	2,160
Number of employees by gender	Male employees	Person	10,292
	Female employees	Person	6,876
Number of employees by age	30 years old and under	Person	7,761
	30-50 years old	Person	9,394
	Over 50 years old	Person	13
Number of employees by function	Senior management	Person	127
	Non-senior management	Person	19,201
Number of employees by minority groups	Number of employees of ethnic minorities	Person	862
Percentage of female employees		%	40.1
Percentage of female employees in senior management		%	22.8
Total employee turnover rate ⁸		%	13.0
Employee turnover rate by gender	Male employees	%	12.5
	Female employees	%	13.8
Employee turnover rate by age	35 years old and under	%	13.8
	36-50 years old	%	9.5
	51 years old and above	%	12.5
Employee turnover rate by region	Chinese Mainland	%	12.0
	Other countries	%	20.7

6 The total number of employees and the employee data categorized by work region, gender, age, function, and other dimensions all pertain to DiDi's formal employees.

7 Other employees include interns.

8 Turnover rate refers to the voluntary turnover rate of permanent employees.

APPENDIX 2: ASSOCIATIONS AND ORGANIZATIONS

Health and safety⁹

Indicators	Unit	2023
Number of fatalities due to work	Person	1
Work-related fatality rate ¹⁰	%	0.0001

Employee training¹¹

Indicators	Category	Unit	2023
Average training time of employees ¹²		Hours	19.0
Average training time of employees by gender	Male employees	Hours	17.1
	Female employees	Hours	21.8
Average training time of employees by management	General management	Hours	11.9
	Senior management	Hours	8.3
	Non-management employee	Hours	26.2
Percentage of employees covered by talent development training ¹³		%	100.0
Percentage of employees attending training by gender ¹⁴	Male employees	%	98.0
	Female employees	%	97.4
Percentage of employees attending training by management	General management	%	95.3
	Senior management	%	100.0
	Non-management employee	%	98.2

Suppliers

Indicators	Category	Unit	2023
Number of suppliers			11,873
Supplier agreement and commitment coverage rate ¹⁵		%	100

9 Only Chinese Mainland is covered.

10 Work-related fatality rate = (Work-related fatality/million working hours) × 100

11 Employee trainings carried out by business departments are not covered.

12 Online learning time and offline training time are included (average training time = total learning time of all employees/total number of employees).






13 Percentage of employees covered by talent development training = (number of employees required to attend training programs/total number of employees) × 100 (mandatory safety training designed for all employees is included).

14 Percentage of employees attending training by gender = (number of employees attending training programs/total number of employees) × 100.

15 This rate refers to the percentage of suppliers have signed the Trust and Integrity Agreement for Partners and the Suppliers' Letter of Commitment.

Name of Association/Organization	Initiator(s)
Carbon Inclusion Cooperation Network	Center for Environmental Education and Communications of Ministry of Ecology and Environment, All-China Environment Federation, etc.
Private Enterprise Alliance for Green and Low-carbon Development	All-China Federation of Industry and Commerce
Chinese Society of Engineers	China Association for Science and Technology
Sharing Economy Working Committee of Internet Society of China	Internet Society of China
"Partnership for Early Awareness of Sustainability-Disclosure of ISSB"	International Sustainability Standards Board (ISSB)
"Digital Equality" Program of World Bank	International Finance Corporation (IFC), a member of the World Bank Group

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Reporting Framework	HKEx ESG Guide	GRI Standard	SDGs
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