

# 滴滴出行 企业公民报告

Didi Chuxing  
Corporate Citizenship Report

2017





滴滴一下美好出行

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# 分享是 互联网时代 最重要的 价值观

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分享经济正在改变人们的生产方式、生活方式和思考方式，打破现实边界，让资源分享、时间分享、技术分享成为可能。

## Sharing, the Core Value of the Internet Age

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The sharing economy is changing how people create, live, and think. It breaks the boundaries of reality and makes the sharing of resources, time, and technology possible.

# CEO 致辞



滴滴出行创始人、CEO  
程维

有一段时间，在一些全国的交通拥堵城市排名榜单上，东部的一个省会城市总是排在榜单的第一位。作为城市交通治理的管理者，这个城市的交通管理部门很是头痛，对于他们来说，解决交通拥堵，让老百姓满意，就是他们的KPI。

机缘巧合，这个城市的交通管理者找到了我们，把他们的心头之痛讲了出来，彼时，智慧交通刚好进入了滴滴新的战略。我们的团队根据滴滴在这个城市的数据积累，并与该城市交警、交通管理部门的数据相结合，很快给出了解决方案。

一段时间的尝试后，收效非常明显，该城市一条东西贯穿的著名拥堵道路的拥堵状况迅速得到改善：工作日早高峰平均延误时间下降10.73%，晚高峰平均延误时间下降10.94%；在停车次数方面，工作日晚高峰停车次数下降8.7%，早高峰下降6.7%。

很快，基于滴滴出行大数据的“智慧交通”技术，迅速在全国多个城市铺开，并且都见到了显著的效果。原本以解决“出行难”应运而生的滴滴，开始进入到解决城市交通的综合问题，这是2017年以来，滴滴自身使命、战略、愿景的升级，也是滴滴的企业社会责任的升级。

一个产品，或一个企业，必然因解决问题而有价值，并因在产生价值的过程中，让社会和民众受惠，这是滴滴所经历的每一个阶段，一直经久不变的社会责任逻辑。

这个逻辑就是：提升效率，使资源更有效，匹配更合理，价值更大化，普惠更多人群。这是滴滴的管理团队、9,000小桔人、2,100万司机、4.5亿用户，共同用步步实践、点滴数据积累，悟出来的道理。

未来，我们将继续践行这个逻辑，并将这个逻辑应用于全球，从这点来看，滴滴的道路才刚开始。道阻且长，行则将至。



# Message from the CEO

Some time ago, a provincial capital in eastern China consistently topped the list of “The Most Congested Cities in China”. This was a tremendous challenge for the local transportation authority, because easing road congestions for the people in the city was one of their main Key Performance Index (KPI) evaluation.

By pure coincidence, the local authority of this provincial capital found us, and shared with us their challenge. During that time, we had just developed our new smart city transportation strategy, and we collaborated with the provincial capital’s traffic and transportation department to quickly create an immediate solution to their issue.

The results were amazing. The traffic congestion on the major east-to-west road significantly improved. The average traffic delay during morning and evening rush hours on weekdays had been shortened by 10.73% and 10.94% respectively; so did the average stop frequency, which had been reduced by 8.7% and 6.7% respectively.

After this success, the big data-driven smart transportation technology was quickly adopted by many cities in China and achieved similar remarkable success. We started with a simple idea of trying to solve the transportation issues and that evolved into a solution that is solving all the transportation problems throughout China. As a result, in 2017, DiDi ascended its mission, vision, and strategy to become an advocate for corporate social responsibility (CSR) effort.

Whether it is a product or a corporation, the value that comes from solving problems ultimately benefits the overall society and the people living in it. This has been DiDi’s mantra at every stage since our establishment and we will always conduct ourselves with this guiding principal.

Our mission is to unlock the productivity and efficiency, effectively allocate resources, create more values and as a result, benefit more people. This is achieved by the 9,000 DiDi employees, 21 million drivers, and our 450 million users, collectively.

In the future, we will continue to run our business based on the same mission, and create value for the people and societies around the world. From this perspective, DiDi’s journey is just the beginning.

## **Cheng Wei**

Founder and CEO of Didi Chuxing

# 总裁致辞



滴滴出行总裁  
柳青

这几天，一个与滴滴有关的故事火爆网络：成都的一位滴滴快车司机，24年坚持不懈终于找到丢失的女儿。在写这些文字的时候，他们一家人，刚好成都团聚。

这是悲伤的，又令人愉悦的故事，去年初春，我们看到这位叫王明清的师傅一边开滴滴快车，一边向乘客发送“寻人卡片”，寻找自己走散多年的女儿。我们当即认为，应该通过平台的力量帮一把这位悲伤的父亲。滴滴做出了响应，为王师傅更换了新车，重新制作了“寻人卡片”，发动许多网约车师傅帮他散发。

我们和王师傅应该致谢“技术改变生活”的时代。移动互联网、大数据，以及逐渐应用广泛的AI，让滴滴有能力服务于全球数亿人的出行，在解决出行问题的同时，又可以为王师傅这样的人尽绵薄之力。

近年来，中国经济进行了一场温和的迭代，许多人的命运在“温和”的迭代中被改变，其中，有钢铁公司、煤矿的工人，也有曾身价千万的投资人，在迎击时代洪流时，滴滴给了他们一个缓冲的港湾。去年的数据显示，2,100万人在滴滴平台上获得了收入，其中不仅有200多万女性获得收入，更有上百万人完全靠滴滴获得家庭生活所需。

在滴滴内部，我们成立了中国互联网行业第一个“女性联盟”。我们有3,000多位女性员工，有的已为人母。“滴滴女性联盟”的slogan是“Be Great, Be You”，给她们塑造释放自我能力、激发最佳状态的工作空间，滴滴孜孜以求。

我们改变出行，致力于“让出行更美好”；我们重构人们的生活维度，从而“让生活更美好”。这是滴滴五年多来经历的使命和愿景的迭代，我们站在新时代的门槛上，对企业社会责任重新定义。

# Message from the President

Recently there was a story that went viral about a DiDi Express Driver in Chengdu who finally re-united with his daughter after 24 years of searching for her. The family is gathering in Chengdu as I am writing these words.

This is a story with a sad beginning but a wonderful ending. Last spring, we discovered a DiDi driver by the name of Mingqing Wang, who was passing out “missing person” fliers of his daughter to passengers he was servicing. Upon knowing this story, we immediately decided to help Mr. Wang by using our entire platform to find his missing daughter. We provided Mr. Wang with a new car, re-designed the “missing person” flyer, and encouraged other DiDi drivers to help spread the word.

Both Mr. Wang and DiDi are very grateful to the technology we have today. Mobile internet, big data, and the gradual utilization of AI, have enabled DiDi to service millions of people with their daily transportation needs, while at the same time, able to re-unite families such as Mr. Wang’s story.

In recent years, the Chinese economy is undergoing a moderate economic transition through which many people’s lives have been changed. Some were steel manufacturing workers or coal miners, and even some were millionaires. During this economic transition, DiDi is able to provide a safe harbor for those who need an alternative option to generate income. According to our data last year, 21 million people who are earning an income by using DiDi, of which about 2 million are female, and million more rely on DiDi as a major source of income for their family.

At DiDi, we also established the very first women’s network community called DiDi Women’s Network (DDWN) among the internet companies in China. DiDi has over 3,000 female employees, many of them are mothers, and our slogan for DDWN is “Be Great, Be You”. It represents our firm’s commitment to create an environment specifically for our female employees to be themselves and help them attain their full potential at DiDi. It also includes many programs to support having both a great career and time with their family.

We have transformed the way people travel, to make their journey a better experience. We have provided alternative options for people to create a better life. This has been our mission at DiDi over the last five years. Going forward, we look to set a new definition for Corporate Social Responsibility.

**Liu Qing**

President of Didi Chuxing

# 公司简介 About DiDi



滴滴出行是全球领先的移动出行平台，为400多个城市的4.5亿用户提供便利、多样化的出行服务。在服务于个性出行的同时，滴滴还以人工智能技术支持城市建立智慧交通解决方案。

滴滴致力于与不同社群及伙伴协作互补，运用大数据驱动的深度学习技术，应对全球出行、环保、就业等挑战，通过不断提升用户体验，创造社会价值，建设开放、高效、可持续的移动出行新生态。

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DiDi Chuxing is the world's leading mobile transportation platform offering convenient and diversified transportation options to 450 million users in more than 400 cities. Apart from serving individual users, DiDi strives to harness the power of AI technology to develop smart transportation solutions.

DiDi is committed to working with communities and partners to solve the world's transportation, environmental and employment challenges by using big data-driven deep learning algorithms that optimize resource allocation. By continuously improving the user experience and creating social value, we strive to build an open, efficient, collaborative, and sustainable transportation ecosystem.

# 公司战略 DiDi strategy



使命  
Vision

让出行更美好

To Redefine the Future of Mobility



2022愿景  
Mission

引领汽车和交通行业变革的世界顶级科技公司

全球最大一站式出行平台 全球最大汽车运营商 全球智能交通技术的引领者

A global leader in smart transportation & automotive technology

the world's largest operator of vehicle networks

A global leader in smart transportation systems

# 滴滴价值 DiDi values



## 经济价值 Economic values

用户

4.5<sup>亿</sup>

450 million users

覆盖城市超过

400<sup>个</sup>

Operates in over 400 cities

日订单已达到

2,500<sup>万</sup>

Daily rides reaching up to 25 million

15分钟后出行需求预测准确率超过

85<sup>%</sup>

DiDi can forecast transportation demand 15 minutes in advance with an accuracy rate of over 85%

提供移动出行服务超过

74.3<sup>亿次</sup>

More than 7.43 billion rides completed

免费为出租车司机链接出行需求达

11<sup>亿次</sup>

Connected taxi drivers for free with more than 1.1 billion trips



## 环境价值 Environmental values

每天在滴滴平台上使用分享出行方式的乘客超过

600<sup>万人</sup>

More than 6 million active users use shared mobility via DiDi per day

26万辆新能源汽车在滴滴平台上运营，预计2020年将达到

100<sup>万辆</sup>

260,000 new energy vehicles operating on DiDi's platform and the number is expected to reach 1 million by 2020

每天使用拼车服务的乘客达

400<sup>万人</sup>

4 million users travel through carpooling services per day

滴滴顺风车和快车拼车服务累计分享座位数

10.5<sup>亿个</sup>

1.05 billion seats were shared by DiDi's two core carpooling services, Hitch and ExpressPool



## 社会价值

Social values

基于AI技术首创的推荐上车点（小绿点）

**3,000**万个

AI technology formulated 30 million suggested pickup points (or "Green Dots")

共帮助司乘减少通话数超过

**21**亿次

Reduced more than 2.1 billion phone calls between drivers and passengers before picking up

优化1,200个智慧信号灯，拥堵指数下降

↓**10% - 20%**

Optimized over 1,200 smart traffic lights, which decreased the traffic congestion index between 10% and 20%

智慧潮汐车道使双侧失衡指数下降

↓**20% - 40%**

Reversible lanes help reduce rush hour congestion by 20%-40%

在滴滴平台上获得收入的司机超过

**2,100**万

Over 21 million drivers/car owners were active and earned income from DiDi

相当于2016年全国第三产业就业人员的

**6.2%**

This accounts for 6.2% of employment opportunities in China's tertiary industry in 2016

滴滴司机互助基金帮助困难司机家庭

**136**个

A total of 136 families have been supported by DiDi Drivers' Mutual Help Fund

发动300万乘客贡献滴滴里程

**13**亿公里

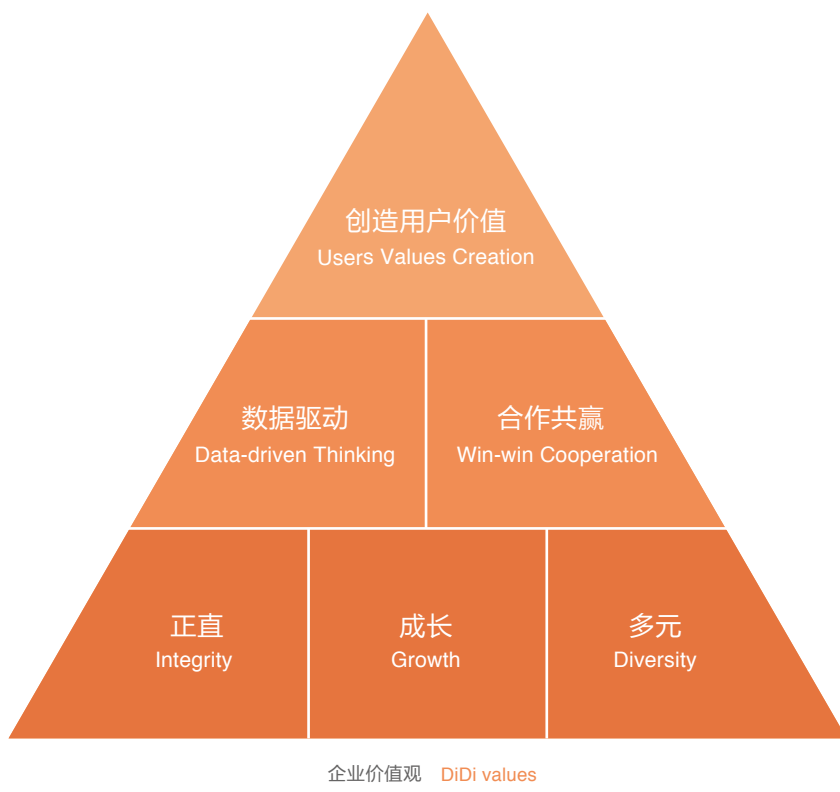
3 million passengers contributed 1.3 billion DiDi Mileage toward public welfare projects

# 使命基于责任，价值源自创新

“让出行更美好”是滴滴追求的使命。我们将责任融入公司战略和管理，贯穿企业运营的全过程，与政府、企业、公益组织、合作伙伴等每一个利益相关方携手，建设开放、高效、可持续的移动出行新生态，创造经济、社会和环境价值。

## Vision derived from responsibilities, values created through innovation

With the vision "To Redefine the Future of Mobility", DiDi integrates responsibility into the Company's strategy and management, as well as the whole process of our operations. We are determined to work closely with every stakeholder, including the government, enterprises, NGOs and partners to build an open, efficient, collaborative, and sustainable transportation ecosystem, and create economic, social and environmental values for them.



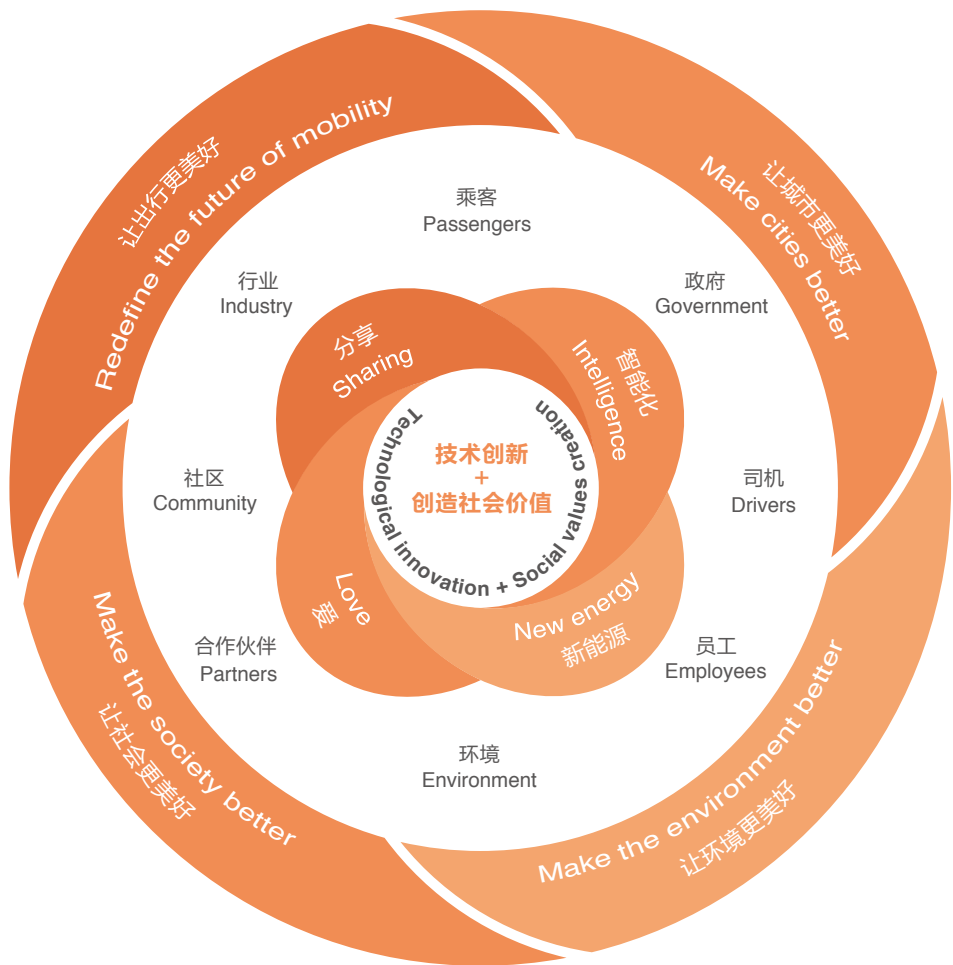


## 责任理念

为践行“让出行更美好”的使命，滴滴建立了专业、科学、严谨、公开透明的责任管理制度，履行社会责任，为投资者、政府、员工、司机、乘客、合作伙伴等利益相关方创造社会价值，推动社会的可持续发展。

## Philosophy of responsibility

In order to implement the vision of "To Redefine the Future of Mobility", DiDi has established a professional, scientific, rigorous and transparent responsibility management system to fulfill our social responsibilities, creating social values for investors, the government, employees, drivers, passengers and partners, etc., and promoting the sustainable development of our society.



## 利益相关方沟通

创造用户价值是滴滴最关心的事。基于分享经济理念，与利益相关方共同创造价值，是滴滴成长发展的重要基石。滴滴重视与利益相关方的沟通和交流，通过建立开放的沟通机制和多元化的沟通渠道，倾听并及时回应利益相关方的期望和诉求，不断完善责任管理与沟通机制，与利益相关方建立良好关系，推动企业的可持续发展和社会价值实现。

### 利益相关方

#### Stakeholders

### 沟通渠道

#### Communication channels



- 依法足额纳税
- 接受政府监督
- 政企合作
- 推动行业发展

- Paying taxes in full and according to applicable tax laws
- Accepting government supervision
- Cooperating with the government
- Promoting industry development



- 完善公司治理
- 定期发布业绩报告
- 通过多种渠道与投资者开展交流，例如，接待股东来访、专门拜访、定期电话和电子邮件等

- Improving corporate governance
- Releasing performance reports regularly
- Communicating with investors through various means, such as regularly receiving visiting investors, holding meetings, making phone calls, and sending emails



- 为乘客提供创新的产品与服务
- 完善客户管理体系
- 客户服务热线
- 满意度调查
- “客服日”，倾听乘客声音
- 全方位的安全保障体系

- Providing passengers with innovative products and services
- Improving the customer management system
- Offering a customer service hotline
- Conducting customer satisfaction surveys
- Hosting a special "Customer Service Day"
- Providing comprehensive safeguards



- 全国十大司机评选、司机微信群等沟通渠道
- 客户服务热线，在线咨询、投诉
- 司机培训
- 滴滴护航（SDS）、意外风险保障、警企合作等安全措施
- 互助基金、敢扶计划、网约车司机健康行动

- Honoring our "Top 10 Drivers" and providing communication channels for drivers via WeChat groups
- Opening a customer service hotline, and providing online support
- Training drivers
- Implementing safety measures including the Safe Driving System (SDS), accident risk insurance, law enforcement partnerships
- Setting DiDi Drivers' Mutual Help Fund, launching our "Helping Hand Campaign" and Online Car-hailing Driver Health Campaign

## Stakeholder communication

Users values creation is the top priority for DiDi. It is important for DiDi's growth and development to work together with stakeholders in value creation within the context of the sharing economy. By formulating an open communication mechanism and establishing diversified communication channels, we listen to and respond to the expectations and feedback of stakeholders in a timely manner. DiDi has continuously improved its responsibility management and communication mechanism and established good relations with stakeholders for promoting sustainable development of the Company and realizing the social values.

### 利益相关方 Stakeholders

### 沟通渠道 Communication channels



- 利用专业优势开展节能减排实践
- 促进新能源汽车的推广和普及
- 支持专业环保公益机构和公益项目

- Practicing energy saving and emission reduction through DiDi's advantages
- Enhancing the promotion and popularity of new energy vehicles
- Supporting the professional environmental NGOs and projects



- 促进社会就业
- 开展公益活动
- 完善志愿者管理, 开展志愿者活动
- 发布城市和地区出行报告
- 打造公益平台, 支持公益组织发展

- Promoting employment
- Organizing public welfare activities
- Enhancing volunteer management and organizing volunteer activities
- Releasing urban and regional mobility reports
- Creating a public platform to support the development of NGOs



- 行业发展研讨会
- 招投标管理
- 协助培训和管理司机
- 与高校、科研机构开展战略合作, 开放部分数据和计算基础设施

- Participating in industry development seminars
- Bidding and tendering management
- Helping with driver training and management
- Carrying out strategic cooperation with universities and research institutes, and offering part of the data and computing infrastructure to the public



- 高管定期会议: “在路上”
- 新员工入职培训: “在树上”
- 高管与员工近距离分享答疑: “在一起”
- 针对老员工的课程拓展培训: “心领袖”
- 三年老员工重相聚: “老友会”
- 外地大区培训拓展: “布道者”
- 滴滴女性联盟

- Regular meetings with senior management: "On the Way"
- Providing new employees orientation: "On the Tree"
- Q&A sharing activity between senior executives and employees: "Being Together"
- Outbound training for senior employees: "Leader of the Heart"
- Events for employees who having worked for DiDi for over three years: "Reunion of Old Friends"
- Outbound training for employees outside Beijing: "Promoters"
- DiDi Women's Network

## 实质性议题

### Material topics

基于国际和国内社会责任标准、政府政策要求、行业特性、利益相关方沟通以及公司业务特点，滴滴识别并筛选出公司和利益相关方都关注的实质性议题。按照“对公司可持续发展的重要性”及“对利益相关方的重要性”两个维度，对实质性议题进行重要性排序，绘制实质性矩阵，指导公司有的放矢地开展社会责任工作。

In compliance with international and domestic standards of social responsibility, government policies, industry features, stakeholder communication and characteristics of the Company's business, DiDi has identified the material topics concerning both the Company and stakeholders. The material topics are prioritized in accordance with their significance to sustainable development of the Company and stakeholders. A materiality matrix is mapped to guide the Company to properly carry out social responsibility work.



对公司可持续发展的重要性 Significance to sustainable development of the Company

## 责任荣誉 Responsibility awards

- 入选《财富》2017 年最受赞赏的中国公司榜单  
*Fortune – China's Most Admired Companies of 2017*
- 入选《福布斯》2016 年最有投资价值的十大公司  
*Forbes – Top 10 companies with the most investment value of 2016*
- 入选《快公司》2017 年全球最具创新力公司（中国榜）  
*Fast Company – The 2017 World's Most Innovative Company (China)*
- 入选 TechCrunch 第十届 Crunchies Awards “全球五大最佳创业企业”  
*TechCrunch – Top Five Best Startups of the 10th Crunchies Awards*
- “基于大数据的新一代移动出行平台”荣获 2017 年度全球互联网领域领先科技成果奖  
*"The new generation of mobile transportation platform based on big data" was awarded the 2017 World Leading Internet Scientific and Technological Achievements*
- 入选中国商业案例 TOP 30  
*TOP 30 Chinese Business Case*
- 入选 2018 全球清洁科技百强榜  
*The 2018 Global Cleantech 100 List*
- 在“2017 新京报智慧生活APP 榜单评选暨年度颁奖盛典”中，荣获“年度社会贡献企业”大奖  
*DiDi won the Annual Social Contribution Enterprise at the 2017 Beijing News Smart Life Applications List and Award Ceremony*
- 荣获《MIT 科技评论》2016 年全球五十大创新企业  
*MIT Technology Review – 2016 World's 50 Smartest Companies*
- 荣获《经济观察报》2017 年企业社会责任贡献奖  
*Economic Observer – 2017 Corporate Social Responsibility Contribution Award*





# 引领 分享经济 新业态

作为分享经济践行者，滴滴打造开放、高效、可持续的未来出行新生态，为城市交通基础设施、智能汽车、新能源汽车等实体经济提供创新力和新动能。

## Leading the Sharing Economy

As a participant of the sharing economy, DiDi contributes to the real economy development, including urban transportation infrastructure, smart cars, and new energy vehicles, with innovation and momentum through building an open, efficient, and sustainable transportation ecosystem.

# 科技 让出行更美好

千年来，人们在衣食住行方面相较于祖先而言，不仅有着极大的变化，更有质的改变。然而横向比较，我们却陡然发现，在“行”的方面，一共也仅有两次变革。马车一坐便是千年，汽车也才刚刚出现百年，“行”的改变着实太少。作为目前拥有全世界范围内最好交通大数据的公司，滴滴以科技为支点，撬起人们“美好出行”的愿望，为更美好的世界创造一种可能。

作为中国最大的移动出行平台，滴滴平台上日订单量相当于全球其他移动出行市场总量的2倍。我们借此海量数据，通过智能系统“滴滴大脑”，结合司乘人员的真实需求，以大数据、机器学习和云计算为基础，利用ETA、智能分单、供需预测、运力调度等技术，为在拥堵车流中焦急等待的人们提供最优选择。

2017年，我们从安全、服务、效率三个方面打磨技术提升用户体验。在安全方面，我们不仅上线了多个安全保障系统，大幅提高了司机和乘客的安全，并研发出防昏厥预警系统，在司机遇到危险时启动救援，保障每位代驾司机平安回家。在服务方面，我们先后推出“失物找回”通道、“智能客服”“优化判责矩阵”等措施，保障司乘人员权益不受侵害，全面提升服务体验。在效率方面，通过“猜你想去”“智能派单”等技术创新提升服务效率的同时，全方位改进分单体系、定价、生态、增长等方面，大幅提升网络效率，使司乘人员能够更为高效、低成本地享受到滴滴带来的出行便捷。同时，我们通过结合政企数据，携手城市交通管理部门，针对道路拥堵，以科技为手段，提出“滴禹智慧交通一体化解决方案”，为交通管理部门规划城市交通提供了数据和技术支撑，提升城市交通整体出行效率。

科技无论是对于我们的发展，还是对于交通变革来说，都有着毋庸置疑的意义，也唯有科技能够实现人们美好出行的愿望。过去五年，我们利用科技，为人们打开分享的大门，带来交通的初步变革。未来，我们希望通过科技的力量，解决物理世界中人和物体的流动问题，为交通领域带来更大的变革，为实现人们美好出行的愿望而不懈努力。



## Technology makes every trip memorable

For thousands of years, fundamental changes have been seen in the basic necessities of life: clothing, food, housing, and transportation. Among these, there are only two reforms in transportation. Carriages have been around for thousands of years, while automobiles were only invented a century ago. As a company who boasts the world's best transportation data, DiDi is creating a new possibility that will make every trip memorable by making full use of technology.

As the largest mobile transportation platform in China, DiDi's daily rides are equivalent to twice the total number of rides in other similar platforms in the world. Massive data generated, collected and processed via "DiDi Brain", a combination of big data, machine learning, and cloud computing, to offer the best choices for customers through a mix of ETA, smart order allocation, supply-demand prediction, and capacity dispatching.

We focused on safety, service, and efficiency to develop new technologies that bring a better user experience in 2017. A multiple safety guarantee systems have been launched to maximize the safety of both drivers and passengers. At the same time, the new alarm system can automatically call for help if designated drivers become incapacitated. Features such as "Lost and Found", "Smart Customer Service", and "Optimized Responsibility Judging Matrix" have been introduced to protect the rights and interests of both drivers and passengers, and offer them the best service experience. Innovative technologies like "R-U-Going..." and "Smart order allocation" improve service efficiency. Meanwhile, order allocation system, pricing, ecosystem, and growth have been improved, along with higher network efficiency and lower costs. Drivers and passengers now can transport conveniently through DiDi with lower cost and higher efficiency. By assimilating data from the government and enterprises and working with urban traffic authorities, we introduced "Diyu Smart Traffic Integration Solution" targeted at alleviating traffic congestion. It offers sufficient data and technologies that facilitate traffic authorities in planning urban transportation and improving the overall urban transportation efficiency.

Technology is critical to both the development of DiDi and reforms in transportation. Only technology can redefine the future of mobility. In the past five years, we have explored ride sharing and catalyzed reform in transportation. Looking forward, we hope that technologies can better transportation solutions. We will stay committed to redefining the future of mobility for everyone.

## 为更多的人带来便利 这仅仅是开始

国际化对于滴滴的意义是尤其特殊的，因为在我们的愿景和使命“引领汽车和交通行业变革的世界顶级科技公司”里提到世界级，代表着我们不仅是希望在中国实现交通和汽车领域的变革，也希望把宏伟的愿景推向全世界。

我们的国际化道路并非通过低价竞争、简单的“攻城掠地”，滴滴的国际化，更多的是通过输出其在国内市场培育出来的领先技术和经验，更好地在每一个区域搭建符合当地用户习惯的本地化出行网络。

正是“技术+资本+经验”三步走的合作模式，让滴滴和合作伙伴高度互信、协同向前发展。自2015年滴滴首次投资东南亚移动出行平台Grab，开启“出海”第一步，先后战略投资了Grab、美国Lyft、印度Ola、巴西99以及聚焦欧非地区的移动出行企业Taxify。2018年1月，收购巴西99，进一步深化和巴西99的合作，为当地消费者提供更多出行选择，促进拉美移动出行市场繁荣，这是滴滴国际化战略的一次重要升级。

在出行领域，很多事情是相通的，例如，技术架构、资本，但很多东西是本地的，从亚洲、拉美、非洲、欧洲到美国，不一样的市场有不一样的生态，不一样市场里的用户有不同的关注点。滴滴是一个互联网服务公司，我们坚信要把全球用户服务好，需要全球多元化的组织、多元化的人才，在当地把运营、产品、政府关系、公关品牌做到最好才可能成功。

我们今天做的每一件事都有机会运用到全球化中，每一个努力都不仅仅是服务国内14亿人民，它一定有一天会服务全球60亿人民，国际化会承载这样一个使命。

我们对前路充满信心，相信所有的坎途都会被跨过去。

**is the beginning  
transportation to more people  
Bringing more convenient**

Globalization is uniquely important for DiDi, for the "global" mentioned in our vision and mission - A global leader in smart transportation & automotive technology. It indicates that we hope not only to trigger changes in the transportation and automotive industries in China, but also to extend our grand vision to the whole world.

Instead of simply undercutting competition or other aggressive tactic, DiDi's globalization is more about exporting its leading technologies and experiences cultivated in the Chinese market, to establish localized ride-hailing networks catering to local users in every region.

It is the three-step partnership mode of "technology + capital + experience" that drives DiDi and its partners forward by virtue of mutual trust and outstanding collaboration. Since 2015, when DiDi started to invest in Grab (a ride-hailing platform in Southeast Asia), the Company has made strategic investments in Grab, Lyft (U.S.), Ola (India), 99 (Brazil) and Taxify, a ride-hailing company in Europe and Africa. In January 2018, DiDi acquired Brazil ride-hailing app 99 to further deepen existing partnership and to further accelerate market growth in Latin America and bring more transportation choices to the region's citizens. That marks a significant step of DiDi's global strategy.

In the field of transportation, many things are common, for example, technical architecture and capital, while many others are local because the demands of users in different markets and different mobility ecosystem from Asia, Latin America, Africa, Europe to the U.S. As an online service provider, DiDi holds the firm belief that global service requires diverse global organizations and talents. This can succeed only by virtue of optimum local operations, products, governmental relations and PR brands.

Everything we do today may benefit for the globalization and every effort we make caters not only to the 1.4 billion people in China, but also to the 6 billion people in the world.

We are highly confident in our future development.

# 安全 是滴滴最在乎的事情

安全第一，是滴滴美好出行愿景的核心价值，也是我们安全工作的终极追求。

滴滴秉承“安全第一”的发展战略，持续探索适应分享经济模式的“互联网+安全”之道，矢志树立引领移动出行安全标杆的“滴滴标准”：全行业第一个设立CEO挂帅的安全决策机制、第一个出台网约车安全准入标准、第一个发布交通事故数据指标、第一个与部级公安机关达成战略合作伙伴关系；自主研发五大安全科技，系统部署安全大脑“护航”“谛听”“三尺”“明镜”“倚天”五大功能系统，开建设网约车精细化主动安全保障体系；差异化精准教育用户上亿人次，实现交通事故率下降21%、实质性冲突伤害下降40%，平台重大刑事案件100%破案；主动践行社会责任，深耕安全公益事业，引领儿童交通安全素质教育。

作为移动出行行业的领先企业，我们希望以科技手段建立更完备的安全保障体系，使得每一次原本封闭的出行空间变成一个信息可记录、行程可追溯的准公共空间，构建每一环节的安全壁垒，提供安全可靠的出行体验。

## Safety is the top priority for DiDi

"Safety First" is the core value of DiDi.

We keep exploring ways to "Internet + safety" that can be further applied to the sharing economy. We are committed to setting the benchmark for safety in the mobile transportation industry. We have become a pioneer in mobile transportation, for the first to set up a safety decision-making mechanism managed by the CEO, the first to launch safety standards for online car-hailing, the first to publish data indicators of traffic accidents and the first to establish strategic partnership with ministry-level public security organizations. DiDi independently develops five security technologies and lays out five systems, "Huhang" "Diting" "Sanchi" "Mingjing" and "Yitian", which result in a refined, active security system for on-line car-hailing. Thanks to all these efforts, more than one hundred million users are disciplined individually. Transportation accidents are reduced by 21%, conflicts and damages have been reduced by 40%, and 100% of all serious criminal cases involved with the platform have been handled by law enforcement agencies. Additionally, we actively undertake social responsibility, engage in public welfare, public safety, and support traffic safety education for children.

As a leader in the mobile transportation industry, we strive to establish and improve safety through technology. In this way, originally closed transportation space becomes public occasion where information and route are transparent. We aim to offer safe and reliable transportation experience by gradually improving and expanding our security systems.

## 在路上 我们始终保有聪明的基因

我们建设各式各样的系统应对各方面的挑战，但我们却每天面临堵车问题，城市交通拥堵对每个城市来说都是极大的挑战。当然滴滴也始终相信，通过大数据和人工智能，未来的城市交通一定会越来越智慧、越来越高效，就像我们现在做的智能派单一样。

2017年，我们推出了滴禹—智慧交通信息平台，这是一个能够让城市道路变得愈发聪明的大数据平台。站在它的面前，犹如从上帝视角俯瞰整个城市的交通状况，可精确衡量交通的状况和历史变化情况，哪里出了问题一目了然，怎样解决问题，方案效果如何实时评估。它如此聪明，聪明到可以让红绿灯自主调控放行速度，聪明到让路面的交通流量更均衡，在路上时间更短。这些曾经只存在于我们脑海中的畅想，就这样在滴滴这里实现了。

另外，我们也为国家多年来一直在鼓励的公共交通出行设计了更为落地的推行方案——搭建公交大数据平台，通过一系列管理和规划，为公众提供精准稳定的换乘及实时查询服务，让站台等待所产生的焦虑感由此化解，并引导更多人将公共交通作为出行首选。同时，通过分享大数据，滴滴也从曾经的旁观者，变成了政府及城市管理者的亲密伙伴，影响着亿万人每天的生活……

未来，我们希望通过滴滴平台，对自行车、公交、地铁、汽车、火车以及飞机等一切人们出行涉及到的交通工具进行有效组合，实现A点到B点的最优出行规划，让出行这件事不再被花时间考虑和犹豫。

这是一个聪明公司的愿景。

## "Being smart" is in our DNA

Despite our efforts in building a variety of systems to cope with challenges in all aspects, traffic congestion is a daily problem, as well as a great challenge for each city. However, DiDi believes that urban traffic situations will be greatly improved due to the smarter and more effective methods based on big data and artificial intelligence, such as the smart order allocation function of the DiDi platform.

In 2017, we released Diyu Smart Traffic Information Platform – a big data platform for the informatization of urban roads. This platform provides a comprehensive measurement and overview of traffic conditions over time. With this platform, traffic problems are timely visible. Also, the solutions and effects may be evaluated in real time. The platform is also able to control traffic lights, traffic flow, and travel time. In the past, all these were only ideas, but DiDi has made them a reality.

In addition, we have also designed a more practical implementation scheme for public transportation which has been encouraged by Chinese government for years. A big data platform we have established, through a series of management and planning, provides precise and stable transit and real-time inquiry services for the public. In this way, the anxiety caused by waiting at the bus station is eliminated so that more people are likely to choose public transportation services. Meanwhile, the role of DiDi is shifted to a close partner of government and a city supervisor through big data sharing. The work of DiDi is influencing the daily life of hundreds of millions of people.

In the future, we hope to integrate all means of transportation, including bicycle, bus, subway, automobile, train and airplane, based on the DiDi platform to offer premium transportation routes.

This is the mission of a smart company.

## 让分享经济撬动新能源汽车产业

2015年，人们被一部《穹顶之下》震撼了，它让人们知道：中国的空气污染60%以上来自煤和油的燃烧，雾霾问题很大程度上是能源问题，车的增速也是历史罕见。在同一年，“确保人人获得负担得起的、可靠和可持续的现代能源”成为联合国17项可持续发展目标之一。每天，能够呼吸新鲜的空气，拥有洁净的环境已经成为大众的期望。

滴滴一直坚信，美好的出行是智能、环保和便捷的。滴滴不仅要做大全球最大的一站式用车平台，更希望成为最大的汽车运营商，尤其是大力推进新能源汽车进程，在信息、交通和能源三网交织的时代下，为乘客和司机寻求更美好、更环保的出行体验。

分享经济造就共享出行。共享出行这个词在当下已不陌生，但至今还没有一个为共享而定制的交通工具和运营网络。我们想要搭建一个智能共享出行生态联盟，联合汽车行业合作伙伴，以共享出行用户为中心定义和开发车辆，再用集团化、规模化方式运营车辆，实现真正的经济共享，而新能源汽车是未来共享出行的必然选择。现在，滴滴平台上有26万辆新能源汽车，我们希望到2020年超过100万辆，要让天蓝、水清和纯净的空气不再是奢望。

有人说，不愿意开新能源汽车，因为电池续航里程太短；有人说，不喜欢买新能源汽车，是因为充电桩太少。是的，虽然新能源汽车所使用的能源对环境来说是环保可再生的，但目前的用户体验还不够好，我们将携手全球新能源行业的领导者，打造开放性新能源服务平台，助力新能源汽车的普及应用。

为了你我他的新鲜空气，为了共同的家园，共筑智能共享出行生态联盟。



## The sharing economy drives new energy vehicles industry

People were highly impressed by a documentary called *Under the Dome* in 2015 and learned that 60% of air pollution comes from combustion of coal and oil in China, thus smog is directly related to explosive growth of car ownership in China. In the same year, "ensure access to affordable, reliable, sustainable and modern energy for all" has become one of the 17 Sustainable Development Goals by the United Nations. It is expected by the masses to breathe fresh air and live in a clean environment.

DiDi always believes that modern transportation should be smart, environment-friendly and convenient. DiDi aims to be not only the largest one-stop transportation platform in the world, but also the largest promoter of new energy vehicles and to pursue a more environment-friendly transportation experience in this era of integration of information, energy, and transportation.

The sharing economy is a perfect fit for the concept of carpooling. Although carpooling is a rather normalized activity, there is still no vehicle or operational network tailored for it. We want to build an ecological alliance of smart carpooling, to define and develop new energy vehicles centered on carpooling in cooperation with the automotive industry, and to operate vehicles in a group and large-scale way. New energy vehicles are the future of carpooling. Currently, over 260,000 new energy vehicles are running on DiDi's network, and the number will rise to 1 million by 2020.

Despite the energy that these vehicles use is eco-friendly and renewable for the environment, people are unwilling to drive new energy vehicles because of low range and inadequate charging stations. The current user experience is simply not good enough yet, especially in regards to charging infrastructure. We will work with global leaders in the new energy industry to create an open service platform focused on new energy, promoting the wide application of new energy vehicles.

Let's join hands to create an ecological alliance of smart carpooling for the sake of fresh air and our planet.





# 分享 与暖途 同行

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滴滴一直在探索，做正确的事，让出行、城市、环境、社会更美好。

## Sharing Goes with Caring

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DiDi's fundamental developmental goal is to improve cities, the environment, and society through transportation.

# 安全，滴滴比你更关心

如何确保安全，是交通出行最重要的问题。滴滴借助技术手段，推动出行行业安全生态建设，专门设立安全管理委员会，与国家多个有关部门展开合作，并通过陆续上线一系列安全措施，加强对司机乘客的安全教育，提供最安全可靠的出行服务。

## 打造全方位的安全管理体系

为把安全管理落到实处，滴滴从制度层面建立安全管理的“一揽子”解决方案，设立公司级别的安全管理委员会（以下简称安委会），由滴滴出行创始人、CEO程维直接领导、各部门负责人组成，并聘请来自国家安监局、公安、交通、妇女儿童保护等方面的安全管理专家作为顾问，组成安全管理顾问委员会（以下简称顾委会），形成“安委会+顾委会”的内外管理合力。

为保证更多的人能够体验到安全放心的出行服务，国家“安全生产月”期间，滴滴结合自身特点对司机、乘客、合作伙伴开展“寻找黄金座位”“交通安全教育”“司乘车内矛盾教育”“五城应急演练联动”等一系列交通安全与事故防范的宣传和培训活动，在全国范围内推选安全标兵，确保司机在日常接单中能够始终坚持“安全先行”的理念。



一年内平均平台交通事故率下降

21%

A 21% reduction in the traffic accident rate on DiDi platform

我们相信，移动出行一定会因为开放、因为透明、因为科技而变得更加安全。安全第一，不仅仅是口号。

滴滴出行创始人、CEO  
程维

We strongly believe that mobile transportation will definitely be safer because of its openness, transparency and advanced technology. Safety first is more than a slogan.

Cheng Wei  
Founder and CEO of Didi Chuxing

# DiDi cares for your safety more than anyone

How to ensure safety is the top concern in transportation. DiDi has taken advantage of technologies to promote the establishment of safety ecology in the ride service industry, set up a Safety Management Committee, and collaborate with several government agencies. To provide the safest and most reliable riding experience, DiDi has also launched a series of safety functions, and intensified safety education for drivers and passengers.

## Establish a comprehensive safety management system

To actually implement the Company's safety management measures, DiDi has launched a series of solutions at the institutional level. For instance, we have set up a Safety Management Committee (SMC) at the company level, which is led by Didi Chuxing's founder and CEO Cheng Wei, including leaders from different departments. What's more, we have also established the Safety Management Advisory Committee (SMAC), whose members are safety management experts from the State Administration of Work Safety and those working on public security, transportation, and protection of women and children. With the SMC + SMAC mode, DiDi has integrated both internal and external management.

For the purpose of providing safe and reliable services to more passengers, a series of training programs on road traffic safety and accident prevention towards its drivers, passengers and partners were launched by DiDi during the national Safe Production Month in June of each year. These programs, based on DiDi's specific characteristics, include "Find the Golden Seat", "Road Safety Education", "Education on Driver-Passenger Conflicts" and "Joint Emergency Drill among Five Cities". In addition, DiDi has also initiated a nationwide campaign to select safety models, in a bid to ensure that drivers will always put safety first when accepting rides.

## 安全科技，让你更放心

### DiDi's safety technology

滴滴利用科技手段让出行更安全。秉承着“安全第一”的理念，我们通过技术和管理创新完善安全保障体系，实现订单全流程自动化保护，陆续上线三证验真、人像认证、号码保护、行程分享、紧急求助、“滴滴护航”等功能，并与国家多个有关部门合作，推进各大安全措施的应用，构建每一环节的安全壁垒，提供安全可靠的出行服务。得益于互联网和大数据前沿技术的深度应用，通过对司机安全画像、对风险订单硬性排除、对司机精准培训管控、安全教育全量触达等方式，滴滴安全管理效率远高于传统出行企业。

DiDi has been improving the safety of transportation by technology. Adhering to the philosophy of "Safety First", the entire process of a request on the DiDi platform is automatically executed and protected through its enhanced safety protection system. In addition, DiDi has launched safety functions, and collaborates with government agencies. We push forward to cover more cities with the safety measures, build safety barriers at each link, and provide safe and reliable riding experiences. By intensively applying advanced technologies including internet and big data, DiDi greatly outperformed traditional transportation enterprises in security management through profiling drivers, filtering irregular orders, accurately training and managing drivers, and carrying out extensive safety education.



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五大安全措施覆盖城市超过

400<sup>+</sup>

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Five safety functions cover more than 400 cities where DiDi services are available



### 三证验真 Driver Verification

身份证  
Personal ID

驾驶证  
Valid drivers' license

车辆行驶证  
Vehicle registration certificate

滴滴平台注册的司机100%要经过三证验真审核

All of the drivers on DiDi platform must pass the Driver Verification

100%

每天拒绝不符合要求的注册申请  
DiDi rejects 40,000 unqualified applications every day

40,000<sup>↑</sup>



### 人像认证 Facial Recognition

人脸识别技术  
Facial recognition

身份信息  
Personal ID

二次确认  
Two-step verification



### 号码保护 Privacy Numbers

虚拟中间号技术  
Virtual intermediate number technology

每天应用号码保护  
The function is used for more than 30 million times every day

3,000<sup>+</sup> 万次



### 紧急求助 SOS Button

短信  
Message

录音取证  
Recording

7\*24小时应急团队在线  
Customer service team provide service 24-7

7\*24<sup>小时</sup>



### 行程分享 Itinerary Sharing

实时位置  
Real time location

起点、终点  
Pickup location and destination

预计到达时间  
Estimated arrival time

车辆车牌信息  
Vehicle license plate information

安全技术升级安全体验

Security technologies upgrade the safety experience

## 滴滴护航，六大维度优化司机驾驶行为

### SDS improves driving behaviors

2017年7月，滴滴自主研发的安全产品——“滴滴护航”系统正式发布，利用手机传感器如GPS、陀螺仪等，检测司机是否存在不安全驾驶行为。疲劳驾驶、分心驾驶、超速、急加速、急转弯、急刹车等危险驾驶行为都将触发该系统，并给司机发送信息提醒安全驾驶。滴滴督促司机提升安全意识并优化驾驶行为，为乘客提供全方位的安全保障，成为国内首家将手机检测驾驶行为系统应用到实践中的网约车平台。

DiDi officially launched Safe Driving System (SDS) in July 2017. With the SDS, our platform can identify drivers' dangerous driving behaviors through GPS, gyroscope, and other built-in sensors in smartphones. In that case, a warning message triggered by SDS will be sent to the drivers and warn them to drive safely if they drive while tired, speed, use mobile phone, exhibit unsafe acceleration, or drive erratically. The new system makes DiDi the first on-line car-hailing company in China to put the technology into practice. What's more, DiDi pioneers in spurring drivers to enhance safety awareness and driving behaviors, and providing passenger safe riding service.



滴滴护航监督司机驾驶行为原理流程图

Flow chart on principles of SDS' monitoring of driving behaviors

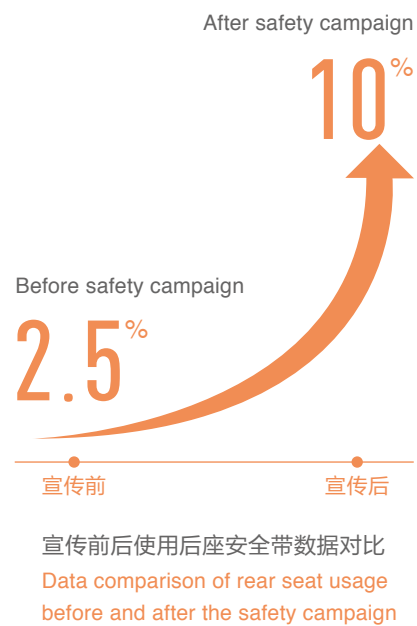


## 生命安全带，不分前后排

Fastening seat belt for safety, applicable to both front or rear seats

“系好安全带”是保障人们出行安全最简单、有效的方式，但安全带在我国的使用率并不高，尤其是“后座安全带”，只有少数人使用，更多的人甚至不知道后座安全带的位置。滴滴希望通过增加安全提示，让人们意识到使用安全带的重要性，并逐步使司乘人员养成使用安全带，尤其是后座安全带的意识与习惯，切实保护司乘人员生命安全。

As we all know that fastening the seat belt is the most convenient and effective way to ensure road safety, but the percentage of using a seat belt is actually not high in China, especially for rear seat passengers. What's worse, a larger number of people even do not know the locations of rear seat belts. DiDi hopes to raise awareness on the dangers of not wearing a seat belt through safety notices. Thanks to the endeavors, DiDi has gradually raised drivers and passengers' awareness and habits to wear seat belts, especially rear seat belts, ensuring safety for drivers and passengers.



## 警企合作

### The law enforcement partnerships

打击违法犯罪，维护社会治安稳定，滴滴义不容辞。我们借助技术、大数据优势，在打击违法犯罪、加强社会治理、构建治安防范体系等方面与北京、上海、广州、深圳、成都等地的公安机关建立合作关系。通过警企密切合作，警方对滴滴平台上发生的重大刑事案件保持了100%破案率，平均破案时间为72小时，最短不到4小时就抓获了犯罪嫌疑人，对不法分子形成了强有力的震慑。

It is DiDi's responsibility to help investigate illicit and criminal acts and safeguard social order and stability. With its strength in technology and big data, DiDi has taken the initiative in cooperation with the law enforcement in various regions, including Beijing, Shanghai, Guangzhou, Shenzhen and Chengdu, to fight against illicit and criminal acts, improve social governance and build a prevention system to maintain public order. Thanks to close cooperation with law enforcement agencies, DiDi has a 100% clearance of major criminal crimes that involve with our platform. The average time of cracking a criminal case is 72 hours, and sometimes suspects would be arrested within four hours after the crime taking place. We believe this greatly deters lawbreakers.



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警方对滴滴平台上发生的重大刑事案件破案率

100%

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The proportion of solved major criminal cases has been kept at 100 %

## 警企共同守护出行安全

### Cooperating with law enforcement agencies ensures transportation safety

2017年12月12日，滴滴在“责任·合作·安全 警企合作战略年会”上，宣布与公安部刑事侦查局、公安部交通管理科学研究所及全国5个省公安厅、8个城市公安局在平台人员背景核查，“互联网+”警务、“大数据”警务模式探讨，刑事犯罪治理，公安信息化建设，警务信息化人才培养，网络安全宣传以及智慧交通建设等方面开展深度合作，共同促进企业、交通安全的发展。

滴滴成为全国首家与公安部刑事侦查局、公安部交通管理科学研究所达成战略合作的互联网出行企业，希望通过警企合作，更好地为用户服务，保障用户安全，创造美好的出行体验。

On December 12, 2017, in the "Responsibility·Cooperation·Security: Annual Convention of Police-Enterprise Strategic Cooperation", DiDi announced its cooperation with the Criminal Investigation Department, the Transportation Management Research Institute of the Ministry of Public Security, five provincial departments of public security and eight municipal bureaus of public security. Specifically, both parties will make further cooperation in user background verification, "Internet +" police affairs, discussion on enforcement models against the background of big data, crime management, informationized public security, cultivation of informationized talents, publicity of cyber security and smart transportation, aiming to jointly promote the development of enterprises and transportation safety.

As China's first internet-based transportation company to implement strategic cooperation with the Criminal Investigation Department and the Transportation Management Research Institute of the Ministry of Public Security, DiDi hopes to better serve the people and ensure people's safety, creating a wonderful way of riding.



滴滴与公安部交通管理科学研究所签约

DiDi and Transportation Management Research Institute of the Ministry of Public Security sign an agreement

# 创新，为更好体验

滴滴倡导包容的创新氛围，鼓励不同背景的工程师交流合作，在出行数据的基础上，通过技术创新，推动交通向共享、智能、新能源方向发展，提供更为便捷、优质、安全、公平的出行服务。

## 数据驱动

大数据是未来社会发展的关键，是滴滴的重要资产。我们利用海量的滴滴大数据开展用户画像和特征工程，了解产品体验的改进方向，推动技术创新，实现业务优化，让彼此陌生的两个人，通过滴滴平台结伴而行，共享便捷、安全、高效的出行服务。



大数据  
Big data

每日新增轨迹原始数据超过

70<sup>TB</sup>

70TB+ new data per day

每日处理数据

4,500<sup>TB</sup>

4,500TB data processed per day



人工智能算法  
Artificial intelligence algorithm

精准的供需预测

Accurate supply and demand forecast

蜂窝动态调价

Cellular dynamic price adjustment

智能派单

Smart order allocation

路径规划

Route planning

智能拼车

Intelligent ride sharing

矩阵式服务分体系

Service Credit Scores (SCS) system



云计算  
Cloud computing

高稳定性

确保 7 天 24 小时可靠运行

High reliability

Ensuring reliable 24-7 operations

大规模实时处理平台

多个维度最佳订单匹配

Large-scale real-time processing platform

Optimal order matching along multiple dimensions

强大的计算能力

未来两年比肩太湖之光

Strong computing power

Comparable with TaihuLight supercomputer within two years

领先的服务器规模

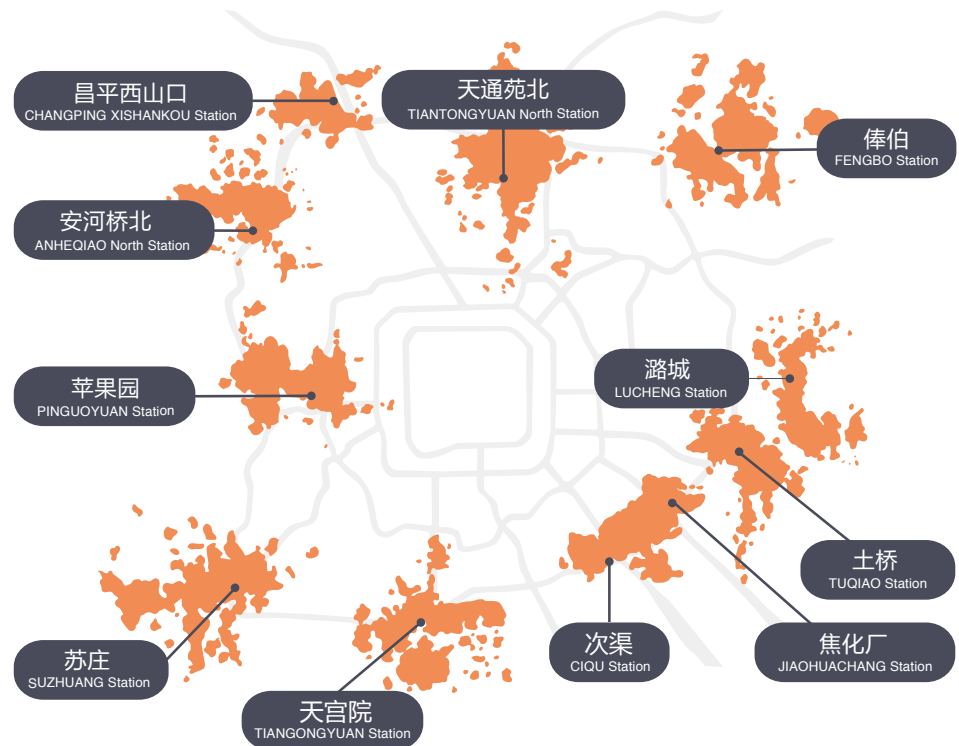
Top-class servers

# Innovation for better experience

DiDi advocates an inclusive and innovative cultural atmosphere, encourages communication and cooperation among engineers with different backgrounds. We exert every effort to develop better technologies, and propel development of transportation towards sharing, intelligence and new energy through constant technological innovation on the basis of travel data. And people will enjoy more convenient and quality services and a safer and fairer travel experience.

## Data-driven

Big data, DiDi's core asset, serves as the key element to future social development. With the massive big data, DiDi implements the user profile, feature project and learns about direction of improvement in product experience. By doing so, we will realize business optimization through constant technological innovation, enabling two strangers to travel together on the DiDi platform and share convenient and efficient travel experiences.



滴滴大数据绘制地铁最后一站的网约车覆盖范围  
The coverage of online car-hailing at subway terminals drawn from DiDi's big data

## 文化驱动

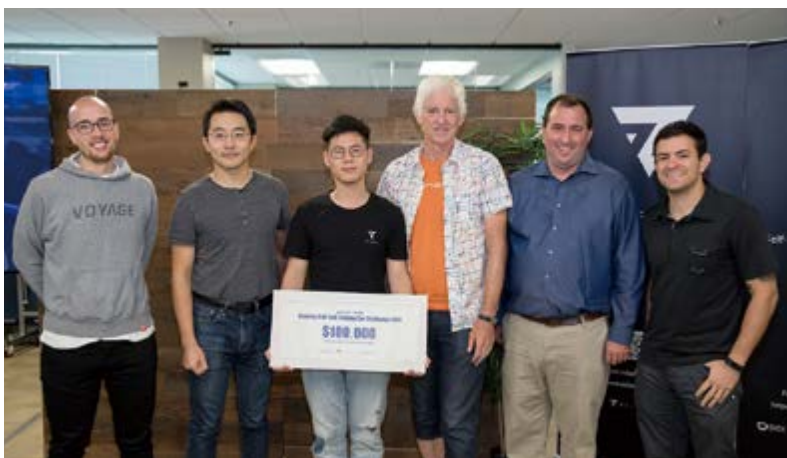
### Culture-driven

滴滴拥有来自世界一流的互联网技术、大数据、人工智能技术人才，正直、成长、多元的文化深植我们内心。2017年，我们通过开展“星辰花”技术竞赛、Di-Tech算法大赛、技术挑战赛等活动，使工程师们在充分发挥自己才能、实现自我价值的同时，共同解决世界级的交通和环境挑战，引领全球交通领域的技术革新。

2017年3月9日，滴滴联合Udacity举办了全球首个智能驾驶车开源项目——“无人驾驶”大挑战，旨在以海量的真实数据为基础，使选手创建自动化安全和感知处理栈系统(ASAPS)，提升人类和智能驾驶的普遍安全性。

DiDi gathers the world's top internet technology, big data and AI technology talents. The idea of integrity, growth, and diversity is deeply rooted in DiDi. In 2017, a series of contests and events were held, such as "Myosotis" technology contest and Di-Tech Algorithm Competition, and other technical challenge contests held with external cooperative partners. Meanwhile, it had also brought our talents into full play and realized their value, spurred them to address world-class traffic and environmental challenges, thus leading technological innovation in the field of global traffic together.

On March 9, 2017, DiDi and Udacity held the first intelligent drive vehicle open source project in the world – the 2017 Udacity-DiDi Self-driving Car Challenge. The contestants were asked to create the Automated Safety and Awareness Processing Stack (ASAPS) based on real data to enhance the safety of both human driving and intelligent driving.



南京理工大学计算机科学与工程学院的李剑团队获得“无人驾驶”大挑战冠军  
Li Jian team from School of Computer Science and Engineering of Nanjing University of Science and Technology won the Udacity-DiDi Self-driving Car Challenge

“无人驾驶”大挑战吸引了来自中国、美国、俄罗斯、西班牙等世界各地选手

4,285<sup>名</sup>

The 2017 Udacity-DiDi Self-driving Car Challenge attracted 4,285 contestants from countries around the world, including China, the United States, Russia, Spain, etc.

## 需求驱动

### Demand-driven

对产品的极致追求是滴滴前进的动力。2017年，我们不仅从业务层面出发，希望通过丰富业务为人们提供更好的出行选择，更是回到技术底层，结合用户的真实需求，通过对出行领域数据的深度挖掘和分析，借助技术创新驱动业务模式优化，解决诸如司机因空跑收入减少、司乘人员因道路不熟悉造成时间浪费等问题。

Our endless pursuit of better user experience is regarded as the drive of our progress. In 2017, we optimized our services through multiple levels. For example, in the service level, we provided people with better travel options through diversified services. In the technological level, we drove business module optimization through technological innovation in combination with actual demand. In this way, some stubborn problems were effectively solved, such as income decrease caused by idling and time waste caused by driver's unfamiliarity with routes.



猜你想去

R-U-Going...

2毫秒预测用户目的地  
预测准确率为

90%

Predict user's destination in two milliseconds with an accuracy rate of 90%



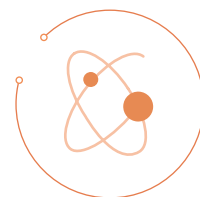
站点拼车

Ride sharing at pickup points

节省司乘出行时间  
平均可减少绕路里程

30%

Reduce 30% detours on average, saving time for both drivers and passengers



智能派单

Smart order allocation

降低空驶率最多达到

36%

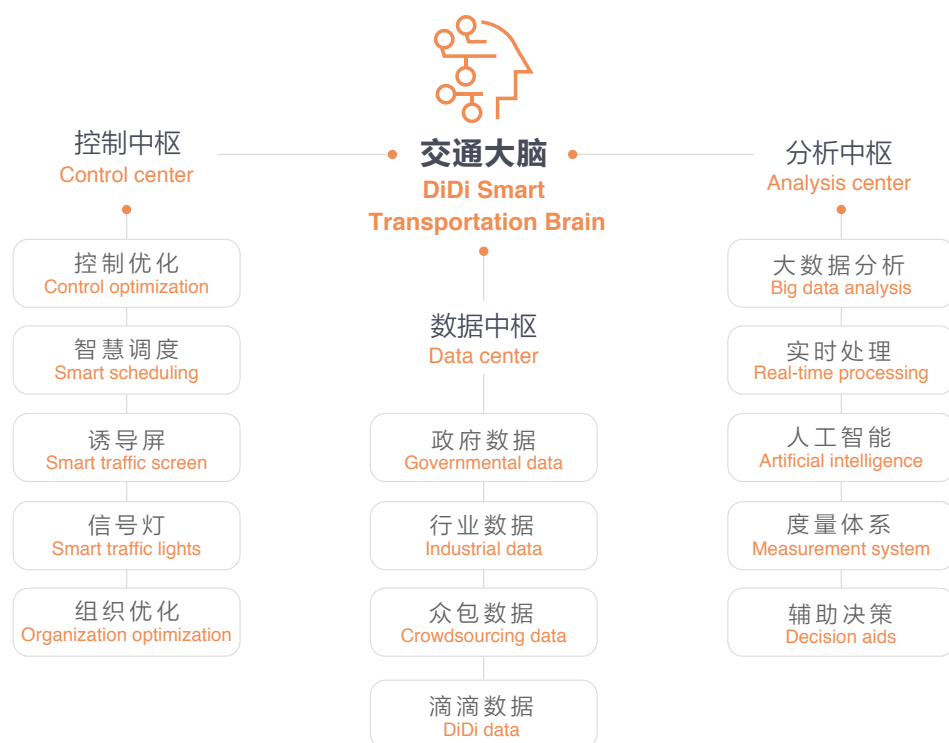
Reduce idling rate by up to 36%

# 未来交通智慧先行

未来的城市交通将是全面的智慧体系。海量交通数据的积累是滴滴参与未来智慧交通体系建设的基础。我们联合城市交通管理者，打造基于互联网+交通大数据的智慧出行、智慧监管、智慧运营、智慧决策的智慧交通体系，帮助城市交通管理部门掌握交通规律，改善城市交通运行，满足人们的出行需求。

## 交通的智慧大脑

解决城市交通问题，应以人的出行体验为中心。为进一步满足城市管理部门提升管理效能和普惠大众出行的诉求，我们以滴滴交通大脑为智慧城市运转“内核”，为改善城市交通运行、缓解城市拥堵提供决策支持和管理工具。





# Smart transportation leads the future

Future urban transportation will surely develop towards a fully smart system. Accumulation of massive transportation data provides a basis for DiDi to participate in building the future smart transportation system. We cooperate with urban traffic administrators and build a smart traffic system featuring smart travel, smart regulation, smart operation and smart decision-making based on the "Internet + traffic big data", which will help urban traffic departments master traffic patterns, improve traffic management and meet people's transportation needs.

## DiDi smart transportation brain

When solving urban traffic problems, users' travel experiences are our top concerns. To meet the demands of both urban management departments and the users, we regard DiDi Smart Transportation Brain as the "core" of smart cities, which will provide decision-making support and management tools to improve urban traffic and alleviate urban traffic congestion.



## 智慧交通一体化解决方案

2017年，我们推出滴禹-智慧交通信息平台，提供一体化解决方案，为交通管理部门搭建城市交通环境、缓解道路拥堵的全周期管理平台，协助各地政府相关管理部门掌握出行供需情况，实时查看路况以及交通设施的效果，识别事故高发地区，辅助当地公安的酒驾管理等。截至2017年年底，滴禹交通信息平台可实时反映50个城市交通运行情况。

### 调灯时，不停留——智慧信号灯

#### Light adjustment for non-stop driving – smart traffic lights

运用移动互联网数据来优化调整信号灯配时，帮助城市治理拥堵，提升早晚高峰出行效率。截至2017年年底，滴滴首创的智慧信号灯已服务超过1,200多个红绿灯，平均拥堵缓解10%-20%。

Using mobile internet data to optimize traffic light configurations helps cities alleviate congestion and improve travel efficiency in morning and evening rush hours. By the end of 2017, the smart traffic lights invented by DiDi have served more than 1,200 traffic lights, alleviating congestion by 10%-20% on average.

### 去拥堵，来无阻——潮汐车道

#### Congestion alleviation for smooth traffic – reversible lanes

根据高低峰的需求，通过专业拉链车行驶改变道路中央隔离墩的位置，快速优化双向道路结构，使双侧失衡指数下降20%-40%。

According to peak and off-peak demand, a special zipper track changes the positions of central barriers. Quick optimization of two-way road structure leads to reduce the commuter directional imbalance by 20%-40%.

### 秒选路，不犹豫——智慧交通诱导屏

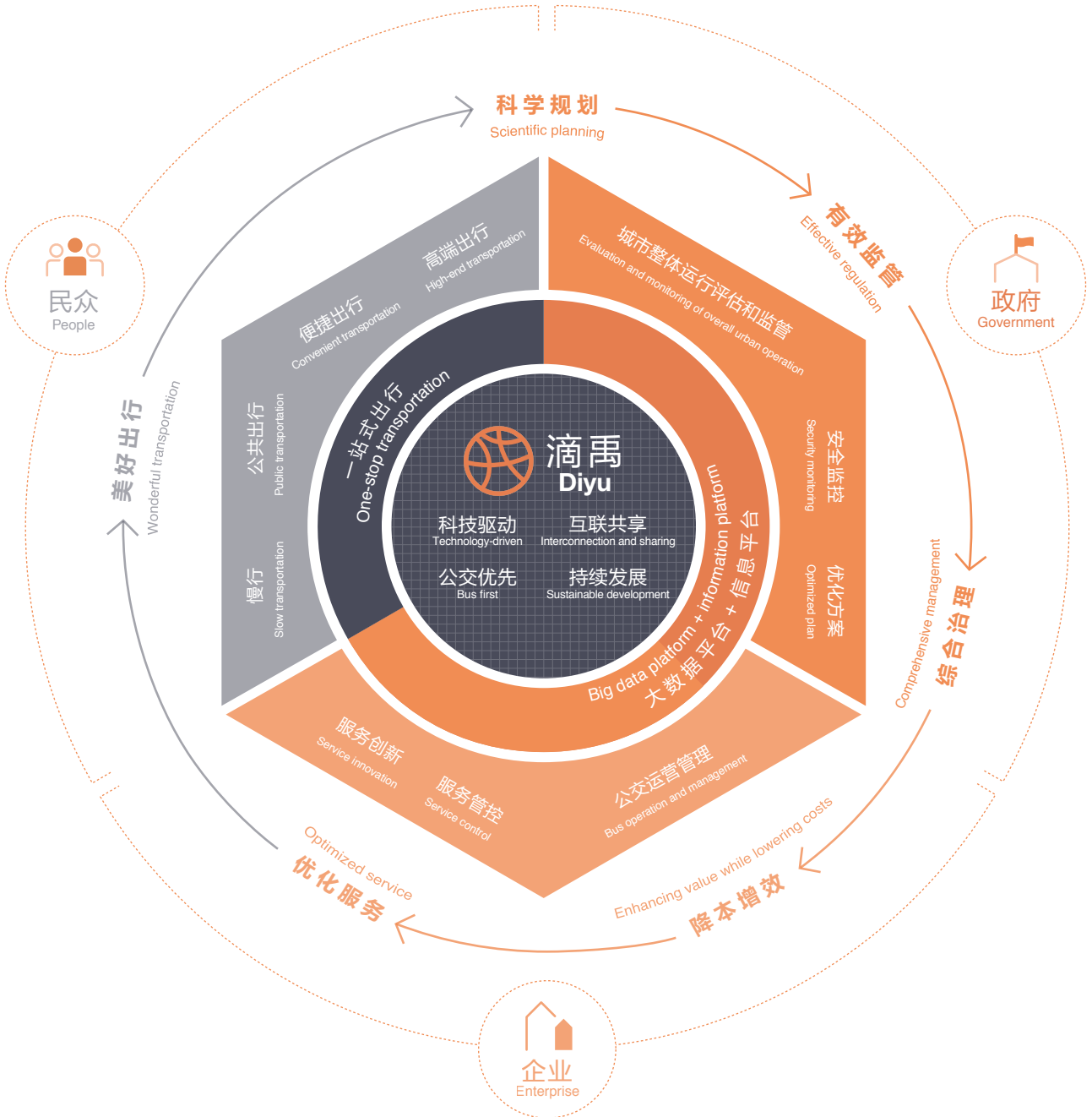
#### Quick road selection without hesitation – smart traffic screen

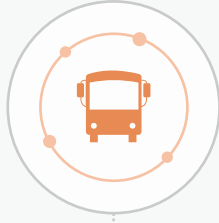
在交通诱导屏增加了到达重要交通节点的预计到达时间（ETA），使司机在1-3秒中获取到能帮助交通决策的关键信息。截至2017年年底，我们在全国推出100多块智慧交通诱导屏。

ETA information for important traffic nodes has been added to transportation guide screens, allowing drivers to obtain key information on traffic decision making in 1-3 seconds. By the end of 2017, we had put more than 100 smart traffic screens in place.

## Integrated smart transportation solutions

In 2017, Diyu Smart Traffic Information Platform was launched. With this platform, DiDi can help the relevant management departments of various local governments learn about travel supply and demand, check road conditions and traffic facilities' effects in real time and identify areas prone to traffic accidents, and support DUI control by local police. By the end of 2017, real-time traffic conditions in 50 cities were shown in the Diyu Smart Traffic Information Platform.





## 公交大数据平台

公交大数据平台融合公交实时运行及刷卡OD数据、公交线网班次数据及滴滴海量的出行数据等，运用先进的云计算和大数据分析技术，实现城市公交运行数据主题构建与信息集约展示，提供公交管理辅助决策，提升公交整体效能，改善公交出行体验，提高公交出行分担率。

### Bus big data platform

The bus big data platform integrates real-time bus operation, card swiping OD data, bus network running data and DiDi's massive travel data. The platform also uses advanced cloud computing and big data analysis technologies to realize theme structuring of urban bus operation data and intensive display of information, provide information for bus management, improve buses' overall efficiency, improve bus travel experience, and increase the share of bus travel.

## 优化社会公共资源

城市的快速发展伴随着公共交通压力的与日俱增，解决公交串车问题，提高公交运行效率与服务质量显得愈发重要。为此，滴滴整合政企数据，积极搭建公交大数据平台，通过公交运营管理、公交出行规划以及实时公交等解决方案，为人们提供精准稳定的换乘及实时公交查询服务，实现更加合理的出行规划，缩短候车时间，降低候车焦虑，提升公交出行体验，吸引市民选择公交作为优先出行方式，有效缓解城市道路交通压力。截至2017年年底，滴滴公交已在20余个城市开通。

### Optimization of social public resources

Since the rapid urban development is concurrent with the increasingly pressure on public transport, it is imperative to solve the problems of bus bunching and to improve bus operation efficiency and service quality. Therefore, DiDi integrates data from governments and enterprises, and actively builds big data platforms. In that way, people can enjoy accurate and stable interchange and real bus inquiry services through solutions such as bus operation management, bus travel planning and real-time buses. Thanks to this platform, DiDi has realized more reasonable travel plans, shortened waiting time, reduced waiting anxiety, and improved bus travel experience, making bus travel the preferred travel mode for citizens, thus effectively alleviating urban road traffic pressure. By the end of 2017, DiDi Bus had been put into operation in more than 20 cities.

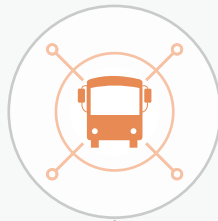


### 公交运营管理

从出行大数据分析技术入手，以乘客体验为中心，在线网规划、运营推广、线下运营等形成标准化、规范化的操作流程。截至2017年年底，在深圳共开通500多班次优点巴士，年运营里程超过250万公里，年服务人次250万以上。

#### Bus operation management

Proceeding from travel data analysis technologies and focusing on passenger experience, we have formed standardized and regularized operation procedures for route planning, operation and promotion, offline operation, etc. By the end of 2017, we had run more than 500 Youdian bus lines in Shenzhen, covering more than 2.5 million kilometers and serving more than 2.5 million passengers.



### 公交出行规划

与滴滴平台自身的其他运力模式（快车、定制公交/巴士、骑行）打通，实现多元高效的运力分发，满足不同用户的出行需求。同时还可通过实时公交功能，查询公交到站时间及车辆位置，截至2017年年底，到站时间预测能实现超过90%的准确率。

#### Bus travel planning

DiDi connects with other transport modes on its platform (Express, customized bus/coach, Bike-Sharing), realizing distribution of diversified efficient transport capabilities and meeting different users' travel needs. Meanwhile, people can also check bus's arrival time and location through the real-time bus function. By the end of 2017, the accuracy of arrival time forecast had exceeded 90%.



### 定制公交 / 巴士

基于“互联网+交通”的出行理念，根据用户需求定制班线、包车服务，以及相应的运营服务，提升城市公交出行比例，满足人们对公交出行的多样化需求。截至2017年年底，已在贵阳、青岛、深圳等地共计开通700余班次。

#### Customized bus/coach

Based on the idea of "Internet + transport", we customize bus line and coach services and the corresponding operation services to increase the proportion of urban bus travel and meet people's diversified needs for bus travel. By the end of 2017, we had opened more than 700 bus lines in Guiyang, Qingdao, Shenzhen, etc.



# 多样 为最适合的出行选择

我们以用户体验为出发点，挖掘用户各类场景下的深度需求，推出更具针对性的创新产品与服务，保障用户权益，规范服务标准，为用户创造更为优质、舒心的出行体验。

## Diversity is the best choice for travel

We take users' experience as our primary concern to explore users' needs under different scenarios and launch more targeted innovative products and services. We protect users' rights and interests, standardize service standards to provide pleasant riding experiences for users.













## 全方位的出行服务

### Comprehensive transportation service

为使城市出行变得高效、智能、安全，滴滴逐步形成围绕分享的出租车、顺风车、公交、快车、专车、代驾、小巴等一系列产品，满足人们日益多样化的出行需求。

To make urban transportation efficient, intelligent and safe, DiDi has gradually formed a series of products to meet people's increasingly diversified mobility needs, including DiDi Taxi, DiDi Hitch, DiDi Bus, DiDi Express, DiDi Premier, DiDi Designated Driving and DiDi Minibus.

 出租车 DiDi Taxi	 顺风车 DiDi Hitch	 公交 DiDi Bus
 快车 DiDi Express	 专车 DiDi Premier	 代驾 DiDi Designated Driving
 小巴 DiDi Minibus	 单车 Bike-Sharing	 豪华车 DiDi Luxe
 二手车 Second-hand Cars		

## 探索美好出行新服务

面对用户在不同场景下的不同需求，滴滴基于现有产品体系，以大数据为依托，通过用户反馈、市场调研，将“千人千面”归类为“人以群分”，不断探索新的服务：滴滴优享，满足人们对更好服务的追求；滴滴车票，帮助他人实现“你坐车我买单”；滴滴小巴，依托智能计算方式，为用户出行匹配最顺路的乘客和车辆，乘客之间共享车辆、共摊车费。

- 
- 满足对服务有更高要求的用户
  - 提高优秀网约车司机的收入
  - 激励司机提供更好的服务
  - Meeting users' higher demands for services
  - Improving the income of outstanding drivers registered at online car-hailing apps
  - Encouraging drivers to provide better services

- 
- 五星级酒店的服务标准培训上岗
  - 主力车型宝马 5 系、奔驰 E 级等一线豪华品牌中高档轿车
  - 配备雅致内饰及精选饮食
  - 布置绿植
  - 提供车载 WiFi
  - 定制音乐与香薰用品
  - Training drivers in line with five-star hotel service standards
  - Main models: BMW 5 Series, Mercedes-Benz E-Class and other medium and high-end cars of premium brands
  - Fancy interiors and superior meals
  - In-car plants
  - In-car WiFi
  - Customized music and aromatherapy

- 
- 短途接驳首选
  - 智能计价
  - 合理路径规划
  - The first choice for short distance connection
  - Intelligent pricing
  - Rational path planning
- 





## Developing new services

As an enterprise committed to offer the best experience, DiDi takes efforts to meet different needs of users in different scenarios based on the current product lines and big data technologies including users' feedback and market. We keep developing new services that largely improve car-user experience and make transportation more comfortable: DiDi Select meets people's demands for better service; DiDi Ticket enables people to pay for other people's rides; DiDi Minibus matches drivers and passengers who share similar routes to split the fare based on intelligent algorithm.



- 实现“你坐车我买单”
- 购票人帮乘车人提前输入好手机号和终点（起点选填）
- 乘车人无需下载注册滴滴，即可一键叫车
- "Let me pay for your fare"
- Buying a ticket for the passenger after entering the phone number and the destination (starting point: optional)
- No need to download and register on DiDi before calling a car



- 我国首个网约车商城
- 为司机提供符合网约车新政的车辆
- 无需任何中介费，实现租车全程服务及滴滴司机注册一条龙服务
- 提供融资租赁的购车方式，即以租金当月供，帮助司机在挣钱的同时既租车也买了车
- The first online store for drivers to register at online car-hailing apps and rent a car
- Providing drivers with vehicles in line with requirements stipulated in new policies
- Realizing considerate service during the whole renting and registration process without agency fee
- Providing financial leasing purchase mode, that is, to pay the monthly installment with monthly rent. Drivers can make money with the rented car while paying back the monthly installment



- 青桔单车
- ofo 小黄车
- 小蓝单车托管
- Qingju bike
- ofo
- Signing an escrow agreement with Bluegogo

## 打造世界一流的出行服务品牌

我们以打造世界一流的出行服务品牌为目标，依托技术创新，结合用户反馈，完善服务体系，为更好的服务努力。2017年，我们围绕专车业务，通过优化取消判责矩阵，利用技术手段判定责任归属；建立“失物找回”通道，使乘客不用担心因为自己的粗心造成财物损失；上线“服务分”制度，首度提出“服务信用”的概念，规范服务标准，使乘客能够体验到更为优质的服务。

满足用户需求是滴滴提升自身服务、优化业务内容、让出行更美好的重要基础。2017年，我们以用户满意度作为衡量自身业务发展状况的标准，通过移动体验平台“VOC”，关注舆情与差评率，汇总体验分析报告，收集内外部体验问题进行讨论和研究，形成体验闭环。同时，开展“太阳花”系列活动，主动走到一线，倾听用户声音，了解用户需求，改善服务体验。

流程优化

2,000<sup>↑</sup>

Optimizing procedures 2,000

工单优化梳理关键场景

500<sup>↑</sup>

500 scenes are sorted after order optimization



优化取消判责的智能算法模型

**Algorithm for optimizing order cancellation and accountability system**

升级后，当发生如接到订单后乘客取消、开始前往目的地行驶1分钟后乘客取消等情况，系统都会判定司机无责，保障司机权益，准确度高达90%

After upgrading, the system will reduce negative impacts on drivers if passengers cancel rides after cars head for their destinations. The accuracy is up to 90%



失物找回

**Lost and Found**

推出“失物找回”通道，帮助乘客、司机在订单结束后快速联系，方便找回遗留在车上的物品。自2017年8月起，帮助乘客月均找回8.5万件物品，估算月均找回物品价值7,300万人民币

We offer an in-app "Lost and Found", which helps passengers and drivers contact each other. Since August 2017, 85,000 lost items were found through DiDi customer service, estimated to be worth 73 million yuan each month



服务分

**Service Credit Scores system**

在移动出行行业首次提出“服务信用”的概念，已覆盖到400多个城市，80分以上司机人数占比提升至72%

The first company to come up with the concept of "Service Credit" in mobile transportation industry. The function has covered over 400 cities, and the percentage of driver scored higher than 80 has risen to 72%

## Building the world's first-class travel service brand

司机端的人工接起率同比上升

4.3%

4.3% rise of manual order-accepting rate at driver end year-on-year

乘客端的人工接起率同比上升

12.2%

12.2% rise of manual order-accepting rate at passenger end year-on-year

We aim at building world-class brand of travel service, improve service system, and make efforts for better service by focusing on technological innovation and users' feedback. In 2017, we have optimized the order cancellation and accountability system based on DiDi Premier. In addition, we offer an in-app "Lost and Found", allowing passengers not have to worry about potential financial losses. We also introduced the concept of "Service Credit", allowing passengers to experience better-quality services.

Meeting users' needs constitutes the foundation of improving our services, optimizing business, and improving transportation. Therefore, we also take user satisfaction as a standard for evaluating our development. In 2017, we promoted our mobile experience platform "VOC", summarized experience analysis reports, gathered internal and external case studies, and mapped out the entire user experience loop. Meanwhile, we actively held a series of PR activities, directly collecting users' feedback, and made improvements based on the results.



发动内部员工，体验产品，提出优质反馈；驱动处理端，处理反馈，推进体验闭环；高管每个月必须打30次车，提出5个有效反馈

### In-house review

We mobilize internal employees to experience products and provide feedback. We drive the processing end, deal with and promote a closed experience loop. Senior managers must hail taxis 30 times and provide five action items each month



鼓励员工关注用户体验，参与用户沟通，通过解决用户问题发现不足并改进，提升口碑

### Customer empathy

We encourage employees to pay attention to user experience, communicate with users, find shortcomings and make improvements through solving users' problems and enhance brand reputation



所有的管理者，包括产品经理、运营经理，都要去当一天客服，倾听用户声音

### Customer services day

All managers, including product managers and operation managers, must serve as customer service personnel for one day

# 坚信合作的力量

滴滴依托先进技术和海量数据，与政府、高校、科研机构共同探索出行领域发展，建设智能交通和智慧城市，解决出行安全、交通拥堵和环境污染等问题。

## 政企合作 共建城市出行新常态

在治理交通难题和建设智慧城市的过程中，需要滴滴这样的互联网科技企业贡献力量。滴滴与各地政府达成战略合作，在交通管理、交通规划、拥堵整治、酒驾干预等方面，提供定制化解决方案，提升城市交通管理效率，为建设智慧交通体系提供支持。

在深圳，滴滴与深圳交警进一步推进“网约车”规范化管理，在平台融合、酒驾干预、推进HOV共乘车道等方面开展全面合作，探索安全监管与智能交通的科学模式。我们发挥滴滴平台优势，建立深圳交警大数据云平台，了解市民出行活动规律，提升交通管理智能化水平，共同推动城市智慧交通体系建设。

滴滴与江西省上饶市政府共同推出“滴滴政务版”，实现“多人多次用车，单位统一结算”的功能，有效解决不同岗位之间公务出行不均衡、交通不便地区的公务用车难、车辆闲置浪费以及紧急公务出行等用车问题。2017年11月，滴滴与上饶市人民政府签订战略合作框架协议，建立一个大型数字运营服务中心，并在该中心建设滴滴客服大脑——全业务全流程监控和调度中心，帮助业务更快推出有效的解决方案，共同推动上饶信息化、互联网、新能源产业发展。



“滴滴政务版” APP 公车管理服务系统  
"DiDi for Government" APP official vehicle management and service system

2017年，与滴滴达成合作的城市超过

20<sup>↑</sup>

In 2017, DiDi has cooperated with more than 20 cities

# The power of cooperation

Relying on big data and advanced technologies, DiDi explores development in the field of transportation with governments, universities and scientific research institutes. We develop smart transportation and smart city, and solve problems such as transportation safety, traffic congestion, and environmental pollution.

## Government-enterprise cooperation for building a new era of urban transportation

In the course of addressing difficult transportation problems and promoting development of smart city, the power of internet technology enterprises like DiDi is needed. DiDi carries out strategic cooperation with various local governments, provides customized solutions in terms of transportation management, transportation planning, congestion alleviation and DUI intervention, makes urban transportation management more effective, and provides support for building smart transportation systems.

In Shenzhen, DiDi works with Shenzhen traffic police to carry forward formalized management of integrating mobile car-hailing platforms, intervening drunk driving, and HOV ride-sharing, and explores safety patterns and smart transportation. Shenzhen traffic police's cloud platform is established thanks to DiDi own platform. The cloud platform helps to improve smart management of transportation, and therefore build smart urban transportation system by understanding citizens' transportation activity rules in the city.

DiDi and the government of Shangrao, Jiangxi Province jointly launched the "DiDi for Government", allowing government workers to hail rides and to bill directly to agency payroll. This allows riders to find transportation in areas that are typically difficult to find a ride, has immediate transportation options without prior preparations, and equals travel arrangements for each rider despite position within the agency. In November 2017, DiDi and the government of Shangrao signed a strategic cooperation framework agreement on establishing a large digital operation service center and building DiDi Brain for customer services to help launch effective business solutions faster and jointly promote Shangrao's information technology, internet, and new energy development.

未来的汽车和交通产业会向着共享、智能和新能源的方向发展，也希望能和家乡以及家乡的更多汽车企业一起，共同推动产业变革，赢得未来。

滴滴出行创始人、CEO  
程维

Automobile and transportation industries in the future will develop towards sharing, intelligence, and new energy. I also want to work with my hometown and more automobile enterprises in my hometown to promote the industrial changes and successful future.

**Cheng Wei**  
Founder and CEO of Didi Chuxing

## 校企合作 共同探索交通科技的疆界

滴滴探索和研究如何运用庞大的用户规模和交通数据资源，让人们的出行和智慧城市建设更美好。滴滴与北京大学、同济大学、中国计算机学会、斯坦福AI实验室等10余家学术科研单位建立合作关系，参与国际计算机视觉与模式识别会议（CVPR）、国际数据挖掘大会（KDD）、国际人工智能联合会议（IJCAI）等学术会议，探索交通前沿科技的疆界，将尖端科技应用到改变交通的实践。

2017年3月，滴滴与北京大学共建大数据分析与应用技术国家工程实验室，参与建设该实验室的产业化应用智慧交通平台，为用户提供一站式交通服务，并与北京大学共同设置大数据相关课程，探索建立滴滴数据开放共享平台，将滴滴提供的数据进行深度挖掘和创新性应用，为培养大数据专业人才提供实验数据和研究平台。



滴滴与斯坦福 AI 实验室达成合作，培养 AI 人才

DiDi cooperates with Stanford Artificial Intelligence Laboratory to train AI talents

此外，滴滴还向高校、科研机构开放部分数据和计算基础设施，推动产学研联动发展。在2017中国计算机大会（CNCC 2017）上，滴滴启动盖亚数据开放计划，面向学术界免费提供部分真实的数据资源。除向学界开放部分数据外，滴滴还向优秀的交通研究课题提供计算资源及资金支持，首期携手中国计算机学会（CCF）推出青年学者科研基金，促进高质量学术成果的产出，搭建与高校、科研院所的合作之桥，提速智慧交通领域的科研发展。

## University-enterprise cooperation for jointly exploring the frontier of transportation technology

DiDi has been exploring how to improve transportation and build smart city by utilizing immense customer base and transportation data resources. DiDi has established cooperative relationships with more than 10 academic and scientific research institutes including Peking University, Tongji University, China Computer Federation and Stanford AI Lab and actively participated in international academic conferences such as Conference on Computer Vision and Pattern Recognition (CVPR), Conference on Knowledge Discovery and Data Mining (KDD) and International Joint Conference on Artificial Intelligence (IJCAI) to explore the frontier of transportation technology and apply cutting-edge technologies to the practice of transportation change.

In March 2017, DiDi and Peking University jointly established the National Engineering Laboratory for Big Data Analysis and Application Technology and participated in building this laboratory's smart traffic platform for industrial application, thus providing users with one-stop traffic services. DiDi together with Peking University, also designed curriculums related big data and established DiDi open data sharing platform, which can tap into and apply data provided by DiDi. In addition, it will provide an experimental data and research platform for big data specialists.

Besides, DiDi also opened some data and computing infrastructures to institutions of higher learning and scientific research institutes to promote joint research by enterprises and universities. At China National Computer Congress (CNCC) 2017, DiDi launched the GAIA initiative, providing Chinese researchers access to real-life route data that can support research into transportation. As part of GAIA, DiDi also provides financial and technological support to cutting-edge research projects that aim to create new traffic management solutions in China. In the first batch, DiDi and China Computer Federation (CCF) launched the scientific research fund for young scholars to promote output of high-quality academic achievements, build cooperation with institutions of higher learning and scientific research institutes and accelerate development of scientific research in the field of smart transportation.



滴滴启动盖亚数据开放计划  
DiDi launches the GAIA initiative

# 拥抱梦想的小桔人

基于“正直、成长、多元”的价值观，滴滴坚信多元的文化有助于创新。我们保障每位小桔人的基本权益，坚持“最棒的福利给最拼的你”，关注员工的成长和发展，营造多元包容、积极阳光的工作氛围。

## 最棒的福利给最拼的你

为使每位小桔人拥有更美好的生活，我们提供具有吸引力的年终奖金体系和健全的员工股票期权授予体系，提供全面的薪酬福利制度，认可员工的能力，希望员工可以分享公司快速成长带来的收益与成果。

我们定期组织员工健身和体检，组织多种形式的健康专题培训，推出健身计划，包括设置健身房、开展健身操、动感单车等内容，并提供员工心理援助计划（EAP），关注员工的心理健康，帮助员工应对、缓解来自工作和生活方面的心理压力，以培育运动、健康、快乐的小桔人。

不仅如此，滴滴倡导健康、多彩的员工生活方式，开展丰富多样的主题活动，让运动文化、身心健康理念、快乐工作在滴滴生根发芽，鼓励员工以高效、激情的状态完成工作，以轻松、阳光的心态享受生活。



滴滴五周年“5动奇迹”嘉年华  
DiDi's fifth anniversary celebration

女性员工占比

40%

Female employees account for 40%



# DiDi employees embrace dreams

Based on the values of "integrity, growth and diversity", DiDi firmly believes that a diversified culture is conducive to innovation. We safeguard all employees' basic rights and interests, reward excellence, pay attention to employees' growth and development, and create a diversified, inclusive, positive and optimistic work atmosphere.

## Rewarding hardwork

DiDi provides an attractive year-end bonus system, an employee stock option system, and a full salary and benefit system. We recognize employees' abilities, and hope that employees could share the benefits and results brought by the company's rapid growth.

We regularly organize physical exercise, physical checkups, and special health training for employees. We provide gyms, exercise classes (including spin class), and provide Employee Assistance Program (EAP) to care for employees' mental health and help them effectively cope with and alleviate mental pressure from work and life, make employees energetic, healthy and happy.

Furthermore, DiDi advocates healthy and diversified lifestyles among employees. We organize various themed activities to promote the concepts of sport culture, mental and physical health, and happy work at DiDi. We encourage employees to complete their tasks with high efficiency and passion, and to enjoy their life with a relaxed and optimistic attitude.

## 多元成长是我们一直的追求

我们建立多元化和包容性的成长平台，提供丰富的培训资源，明确职业发展方向，帮助员工实现全方位的发展。2017年，承载着“让成长加速”使命的滴滴学院组织开展线下培训超过6,000人次，线上培训113,930人次，时长59,296小时。

我们帮助员工明确职业方向、实现全方位发展，不断完善员工晋升机制，并通过“活水计划”实现内部转岗，使得每位员工都能在合适的岗位发挥自己的才能，促进人才的有效流动。

## Diversified growth

We establish diversified and inclusive growth platforms, provide rich training resources and clear career development directions, and help employees realize comprehensive development. In 2017, DiDi School organized offline training that was attended by 6,000 employees, and online by 113,930 employees, totaling 59,296 hours in training.

We help employees identify their career development goals and achieve comprehensive development. We also keep improving the promotion system and allow employees to find a position within the Company that brings the most value to their development and the Company.



滴滴成立滴滴女性联盟

DiDi establishes the DiDi Women's Network

我特别认同“Be Great, Be You”，只有每个人突破自己，找到最佳状态的时候才能释放出你没有想到的能力，这是滴滴女性联盟的初衷。

滴滴出行总裁  
柳青

I couldn't agree more with "Be Great, Be You". You can tap unexpected potential when you are in your best condition. This is original intention of DiDi Women's Network.

Liu Qing  
President of Didi Chuxing

## 滴滴女性联盟激发女性员工潜力

### DiDi Women's Network stimulates the potential of female employees

2017年3月，滴滴出行创始人、CEO程维和总裁柳青共同发起成立了旨在赋能滴滴女性员工的组织——滴滴女性联盟，这是中国互联网公司第一个推出的针对女性职业发展的项目。

滴滴女性联盟以“Be Great, Be You”为口号，通过女性领导力计划、正念项目、员工子女幼儿托管中心、“家庭日”活动、玫瑰导师计划等项目，着力于为女性员工创造更包容的发展环境，激励大家发挥主动性，在滴滴找到自己的最佳状态，释放自己的潜能。2018年，滴滴女性联盟将联合滴滴各业务线，应用创新的产品与技术，让更多女性司机和女性乘客感受到滴滴的呵护与温度。

In March 2017, Didi Chuxing's founder and CEO Cheng Wei and President Liu Qing together established the DiDi Women's Network (DDWN), a professional development platform for all female employees at the firm. This is the first women's career development program that has been launched by a Chinese technology company.

With the motto of "Be Great, Be You", DDWN has fostered a work environment that facilitates advancing the careers of female employees, encouraging them to unleash their full potential. DDWN has carried out projects such as leadership programs, mindfulness programs, on-site childcare, a series of "Family Day" events, a mentorship program, etc. In 2018, DDWN will also involve female drivers and passengers to participate in these programs by collaborating across business units and applying innovative technologies, extending DiDi scope to other women.



滴滴出行创始人、CEO程维参加DDWN的项目

DiDi Chuxing's founder and CEO Cheng Wei participates in DDWN's project

## 分享小桔人的公益态度

每位小桔人都是滴滴公益行动的重要参与者。滴滴支持员工自主发起的公益项目，并鼓励员工参与到公益行动和志愿服务中，为公益贡献自己的一份力量。

我们开展“木吉公益”员工公益项目，与壹基金、社区公益中心等公益组织进行合作，激发员工参与志愿服务的热情，开展和参与“公益健行”“万有暖力”、社区老年人关爱等活动，展现小桔人参与公益行动的态度。

### Attitude towards public welfare

All DiDi employees are important participants in DiDi's public welfare actions. DiDi supports public welfare projects initiated by employees on their own initiative, and encourages employees to participate in public welfare actions and volunteer services to contribute their strength to the public welfare.

We have established the "Muji Public Welfare" program, carried out cooperation with public welfare organizations such as One Foundation and community public welfare centers. We stimulated employees' passion to participate in volunteer services, carried out and participated in activities such as "Public Welfare Walk", "Universal Warmth" and the elderly care in communities and showed employees' attitude towards participation in public welfare actions.



滴滴员工参与“公益健行”活动

DiDi employees participate in "Public Welfare Walk" activity

2017年，员工公益活动时间累计

697<sup>小时</sup>

In 2017, the time of public benefit activities attended by DiDi employees totaled 697 hours

## “万有暖力”——画太阳，送温暖

### "Universal Warmth" –supporting children in disaster-stricken areas

2017年11月，滴滴联合壹基金举行“万有暖力·和你壹起温暖84,500个寒冬中的孩子”公益活动。志愿者们在“温暖包”箱体手绘太阳，为灾区儿童送去棉衣棉鞋、书包、画图本、护手霜等物资，希望爱心能像太阳一样，向受灾影响地区、偏远贫困地区的儿童传递温暖。



In November 2017, DiDi and One Foundation held the "Universal Warmth" activity. Volunteers drew suns on care packages, and sent materials such as winter clothes, shoes, school bags, drawing books and hand cream to children in disaster-stricken, remote, and impoverished areas.

## 用你的 1 公里，为九寨灾区献 1 份力

### Providing assistance in Jiuzhaigou

2017年8月8日21时19分，四川阿坝州九寨沟县发生了7.0级地震。地震发生后，滴滴公益迅速响应，向全国敢扶公益车队发出备勤通知，集结车队，支援灾区滞留人员疏导，运送物资，辅助救援。同时，滴滴发起“有爱，救在壹线”活动，滴滴用户可通过滴滴平台为灾区贡献出自己的一份力量，用户每捐赠1公里滴滴里程，灾区即可获得1元善款。活动共募集一百万公里里程，配捐善款100万元。



At 21:19 on August 8, 2017, a 7 magnitude earthquake occurred in Jiuzhaigou County, Sichuan Province. After the earthquake, DiDi public welfare responded rapidly, and notified the national "Helping Hand Non-profit Fleet", assembled a support team to go to the disaster area and assist dredging, transporting materials and assisting rescue. At the same time, DiDi launched a donation drive campaign. The users can contribute their mileages through DiDi platform by donating 1 yuan per kilometer towards disaster relief. A total of one million yuan were donated.

# 分享让温暖传递更远

滴滴通过创新思维与行动，为司机和车主打造健康和谐生态体系，利用技术优势促进绿色出行，并探索“互联网+公益”的模式，构建具有企业个性的公益行动体系，为人们参与公益活动创造机会，将温暖传递给更多的人。

## 打造健康和谐的司机生态

滴滴平台上的数十万名司机以提供出行服务的方式，实现灵活就业。为实现滴滴与司机的利益分享、成果分享，我们关注司机的工作环境、生活空间，为他们提供权益保护、车主成长计划、安全科技保障、医疗健康保障和公益计划。滴滴司机互助基金自2016年9月份成立以来，共帮助了136个困难司机家庭。

## Sharing spreads warmth in a wider range

Through innovative thinking and actions, DiDi creates a healthy, harmonious ecosystem for drivers and passengers, and uses technologies to promote green transportation. DiDi has been exploring the "Internet + public" mode, and building DiDi's unique mobility system that represents its characteristics and values, which create opportunities for people to participate in public welfare activities and spread warmth to more people.

## Building a healthy and harmonious ecosystem for drivers

Tens of millions of drivers get flexible jobs by offering transportation services on the DiDi platform. More than sharing profits and achievements with drivers, we care about drivers' working environment and living space by providing them with right protection, career guidance, security technology, medical care, and other benefits. Since the foundation of DiDi Drivers' Mutual Help Fund in September 2016, a total of 136 families have been supported by the Fund.



### 司机权益保护

- 针对订单取消，进行智能判责
- 乘客取消订单，平台给予车主空驶补偿
- 乘客未支付订单，平台先行垫付

### Driver right & interest protection

- Smart judging of responsibilities for order cancelling
- When passenger cancels the order, the platform will compensate the car owners
- Orders not yet paid by passengers will be paid in advance by the platform



### 车主成长计划

- 积累更多经验值
- 享有更多平台特权和福利（极速垫付、免费改派、VIP 客服、申诉无忧、驾乘意外险等）

### Career growth plan

- Accumulating more experience
- Enjoying more privileges and welfare (e.g. flash advance payment, free reassignment, VIP customer service, worry-free issue resolution, accident insurance)



### 安全科技保障

- 滴滴护航系统 (SDS)，保障安全出行
- 昏厥预警系统，升级代驾司机的安全系数
- 意外风险保障（先行垫付、事故协助等）
- 警企合作，高效打击犯罪事件

### Safety and technology guarantee

- Safe Driving System: guaranteeing safe drive
- Faintness early warning system: improving the safety of designated drivers
- Accident risk insurance (e.g. prepaying the insurance premium and assisting accident handling)
- Law enforcement cooperation: cracking down on crimes efficiently



### 医疗健康保障

- 小桔医保，提供定制化服务
- 车主保障计划，定制化健康保障
- 为车主和司机量身打造健身运动视频

### Medicare and health guarantee

- Xiaoju medical insurance: providing customized services
- Car owner protection plan: customized health guarantee
- Customized work-out videos for car owners and drivers



### 公益计划

- 为困难车主和司机提供互助基金
- 敢扶计划，成立敢扶公益车队
- 网约车司机健康行动，倡议网约车司机健康生活

### Public welfare plan

- Providing mutual funds for car owners and drivers in need
- Helping Hand Campaign: setting up "DiDi Helping Hand Non-profit Fleet" to provide volunteering services
- Online Car-hailing Drivers Health Campaign: promoting healthy lifestyles among drivers

2017年12月20日，滴滴的车主&司机盛宴——2017年“滴滴出行全国十大车主&司机”颁奖典礼在北京举行，旨在表彰这一年来最耀眼的“明星”车主&司机。

10位来自北京、广东、江苏、四川、安徽、陕西、河南等地的优秀车主和司机获得此项荣誉。这些车主和司机，用真诚的行动帮助了许多需要帮助的人，用专业和品质服务赢得社会的尊重，他们代表着滴滴精神，也代表整个社会的正能量。

"Top Ten Didi Chuxing Car Owners & Drivers 2017", an event for DiDi car owners and drivers, took place in Beijing on December 20, 2017, and "star" drivers were honored with prizes and rewards.

Ten outstanding car owners and drivers from Beijing, Guangdong, Jiangsu, Sichuan, Anhui, Shanxi, and Henan were presented with honors. These car owners and drivers helped many people in need, and provided professional quality service. They are the best examples of DiDi Spirit, and social positive energy.

持善而行





# 2017

## 滴滴出行全国十大车主&司机 颁 | 奖 | 典 | 礼



## 基于分享的绿色出行

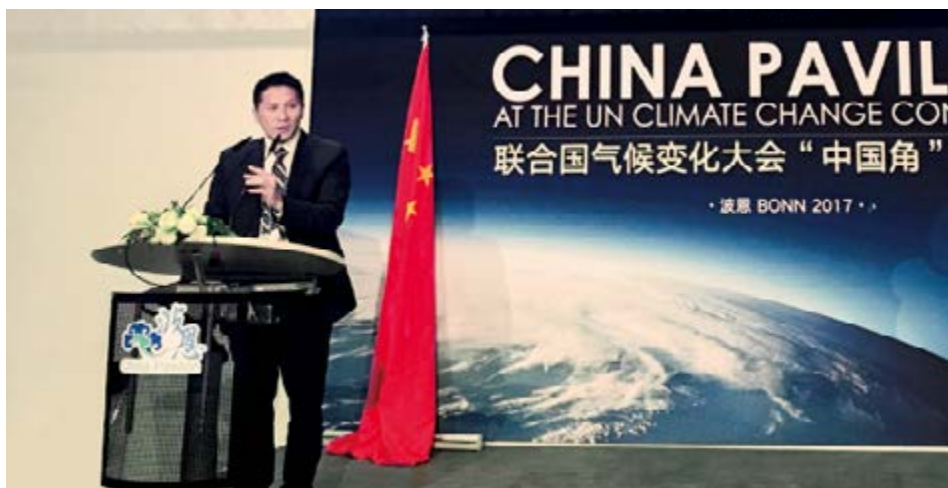
通过共享出行降低碳排放量，为人们创造更美好的未来世界，是滴滴企业社会责任关注的重要领域。2015年以来，滴滴陆续推出顺风车、快车拼车、滴滴小巴、共享单车等创新性共享出行业务，降低出行成本，提高汽车使用效率，减少私家车出行数量，降低交通出行领域的碳排放水平。

滴滴携手合作伙伴开展碳管理项目：与中创碳投、置信碳投合作，开发网约车行业碳减排方法学，希望其成为国家发展和改革委员会认证的国家温室气体自愿减排项目方法学（CCER方法学），为中国减排和环保事业贡献力量；与壳牌能源（中国）有限公司、北京环境交易所签署合作备忘录，共同探讨如何参与碳排放市场，帮助相关企业实现减排目标。滴滴作为中国碳市场企业最佳实践案例参加2017波恩联合国气候大会。在会上，滴滴出行首席发展官李建华分享滴滴应用技术优势促进低碳环保、绿色生活及携手合作伙伴共创美好未来的努力。

## Environmental-friendly riding based on sharing

Ride sharing can lower carbon emission to create a better world. This is a crucial part of DiDi's corporate social responsibility. Since 2015, DiDi has launched innovative ride sharing businesses such as DiDi Hitch, DiDi ExpressPool, DiDi Minibus, and Bike-Sharing. These businesses bring down the cost of travel, increase car use efficiency and decrease travel by private cars, thus reducing carbon emission from transportation.

DiDi vigorously collaborates with partners on carbon management projects. DiDi cooperated with SinoCarbon Innovation & Investment Co Ltd. and Shanghai Zhixin Carbon Innovation & Investment Co Ltd. to develop carbon emission reduction methodology for online car hailing, and expects it to be approved by National Development and Reform Commission as CCER. DiDi, Shell China, and China Beijing Environment Exchange signed a memorandum of understanding on discussing and exploring how to participate in the carbon emission market and help relevant enterprises to achieve their goals in reducing carbon emission. As a representative company of the Chinese carbon market with the best practices, DiDi participated in the 2017 UN Climate Change Conference in Bonn. Li Jianhua, the Chief Development Officer of Didi Chuxing, shared our efforts in promoting low-carbon, environment-friendly and green lifestyles and cooperating with partners to create a better future through technological advantage.



滴滴出行首席发展官李建华在2017波恩联合国气候大会上分享绿色出行新路径

Li Jianhua, the Chief Development Officer of Didi Chuxing, shared green transportation routes at the 2017 UN Climate Change Conference in Bonn

## 用你的拼车行程，为他们换一片绿色屋顶

### Green space on wheels

自2015年12月上线，滴滴拼车累计消灭了3.6亿个闲置座位，在减少碳排放的同时，也提高了道路利用率。在拼车两周年之际，滴滴拼车联合中国绿化基金会，推出了主题为“你的拼车行程 他们的绿色屋顶”公益行动，提升公众对绿色低碳的关注与认同。

Since its launch in December 2015, DiDi carpooling service has shared 360 million seats, which reduces carbon emission and also improves road efficiency. On the 2nd anniversary of our carpooling service, DiDi carpooling worked with China Green Foundation to release a welfare initiative with the purpose of improving the public's attention and recognition of the public on green and low carbon lifestyle.



覆盖城市

47<sup>个</sup>

Covers 47 cities

获赠小学

4<sup>所</sup>

Benefits 4 primary schools

参与用户

73,957<sup>位</sup>

73,957 participants

捐赠绿色屋顶面积

2,550<sup>平方米</sup>

Donates 2,550 m<sup>2</sup> of green space rooftops

## 爱在每公里

滴滴携手用户、司机和车主、公益机构等，发挥技术和平台优势，组织开展形式多样的公益活动，共同参与美好社会建设，为公益创新贡献力量，传递爱心、奉献社会，将善意送达更多的人。

### 案例 | Case

#### 关爱自闭症儿童

##### DiDi is here for autistic children

2017年4月2日，国际世界自闭症日之际，滴滴公益组织滴滴司机和志愿者们开展车辆涂鸦活动，用绘画的方式，让孩子们展现内心世界，感受社会的关爱。活动后，滴滴以孩子们的画作为原型，制作成倡导车贴，送给司机师傅，唤起更多人对孩子们的关爱。

April 2 marks World Autism Day. On this day in 2017, DiDi public welfare organization called on DiDi drivers and volunteers to visit children who are on the spectrum. They organized an event to help children express their inner world and communicate with society by painting. After the event, DiDi made various bumper stickers based on children's paintings and gave away to numerous drivers to advocate for more care and love for children, especially those with autism.



滴滴通过车辆涂鸦活动关爱自闭症儿童

DiDi cares for children with autism by painting

## Love on the road

DiDi is committed to the development of a better society by working together with users, drivers, car owners, and NGOs. We organize and carry out various forms of public welfare activities, contribute to public welfare innovation, and spread kindness to more people.



### 贡献里程，分享爱心

滴滴用户通过“爱心里程”公益传播平台，贡献打车里程数据（快车、专车、出租车），支持优秀社会公益项目，让出行有温度。2017年，“爱心里程”支持的公益项目有农村妇女身心健康关爱项目、互联网出行行业女司机关爱保障计划等。

#### Contribute mileage, share the love

DiDi users can contribute their car-hailing mileage data (DiDi Express, DiDi Premier, DiDi Taxi) via "Love Mileage" platform to support excellent charity projects. In 2017, the platform has supported a series of projects, including physical and mental care for women in rural areas, women drivers in the online transportation industry, etc.



### 粉爱基金，粉爱女性司机

滴滴粉爱基金由滴滴与中国妇女发展基金会联合发起，致力于保障女性安全出行，提升女性出行体验。2017年，推出“互联网出行行业女司机关爱保障计划”，免费提供专属公益保险，开设女性心理和职业健康公益线上公开课，为女性司机创造更好的职业发展环境。

#### Pink Love Foundation for women drivers

DiDi Pink Love Foundation, co-founded by DiDi and China Women's Development Foundation, focuses on travel safety and the travel experience of women. Our project aimed at supporting women drivers in the online transportation industry was launched in 2017 to provide free public insurance for women drivers, as well as online open courses on women's mental health and occupational health. It aimed to create a better career environment for women drivers.



### 敢扶公益计划，正能量在路上

滴滴发起成立“滴滴敢扶公益专项计划”，鼓励有爱心的司机自愿组成车队式公益团体——“滴滴敢扶公益车队”，倡导“敢扶”“乐扶”精神，践行“路上正能量”行为。2017年，滴滴在20个城市成立了32支滴滴敢扶公益车队，开展超过100次社会公益活动。

#### "Helping Hand Campaign" calls for positive energy

DiDi initiated the "Helping Hand Campaign" to encourage drivers to participate in the "DiDi Helping Hand Non-profit Fleet" on a voluntary basis. Guided by the spirit of "Helping Hand", "Willing to help", DiDi follows the "Positive Energy on the Road" in practice. In 2017, DiDi set up 32 "DiDi Helping Hand Non-profit Fleet" in 20 cities, carrying out more than 100 public welfare activities.





# 附录

## Appendixes

# 《GRI可持续发展报告标准》指引

GRI 标准 GRI Standards	披露项 Disclosure	页码 Page Number
102-1	组织名称 Name of the organization	公司简介 / P12 About DiDi / P12
102-2	活动、品牌、产品和服务 Activities, brands, products, and services	全方位的出行服务 / P55 Comprehensive transportation service / P55
102-4	经营位置 Location of operations	公司简介 / P12 About DiDi / P12
102-5	所有权与法律形式 Ownership and legal form	不适用 N/A
102-6	服务的市场 Markets served	公司简介 / P12 About DiDi / P12
102-7	组织规模 Scale of the organization	不适用 N/A
102-8	关于员工和其他工作者的信息 Information on employees and other workers	最棒的福利给最拼的你 / P64 Rewarding hardwork / P65
102-14	高级决策者的声明 Statement from senior decision-maker	CEO致辞 / P8 Message from the CEO / P9
102-40	利益相关方群体列表 List of stakeholder groups	利益相关方沟通 / P18 Stakeholder communication / P18
102-42	识别和遴选利益相关方 Identifying and selecting stakeholders	利益相关方沟通 / P18 Stakeholder communication / P18
102-43	利益相关方参与方针 Approach to stakeholder engagement	利益相关方沟通 / P18 Stakeholder communication / P18
102-44	提出的主要议题和关切问题 Key topics and concerns raised	利益相关方沟通 / P18 Stakeholder communication / P18
102-46	界定报告内容和议题边界 Defining report content and topic boundaries	实质性议题 / P20 Material topics / P20
102-47	实质性议题列表 List of material topics	实质性议题 / P20 Material topics / P20
102-50	报告期 Reporting period	关于本报告 / P82 About the report / P83
102-52	报告周期 Reporting cycle	关于本报告 / P82 About the report / P83



# GRI Standards content index

GRI 标准 GRI Standards	披露项 Disclosure	页码 Page Number
102-54	符合 GRI 标准进行报告的声明 Claims of reporting in accordance with the GRI Standards	关于本报告 / P82 About the report / P83
102-55	GRI内容索引 GRI content index	《GRI 可持续发展报告标准》指引 / P80 GRI Standards content index / P81
201-1	直接产生和分配的经济价值 Direct economic value generated and distributed	滴滴价值 / P14 DiDi values / P14
203-2	重大间接经济影响 Significant indirect economic impacts	坚信合作的力量 / P60-63 The power of cooperation / P61-63
302-4	减少能源消耗量 Reduction of energy consumption	基于分享的绿色出行 / P74 Environmental-friendly riding based on sharing / P74
304-2	活动、产品和服务对生物多样性的重大影响 Significant impacts of activities, products, and services on biodiversity	基于分享的绿色出行 / P74 Environmental-friendly riding based on sharing / P74
305-4	温室气体排放强度 GHG emissions intensity	基于分享的绿色出行 / P74 Environmental-friendly riding based on sharing / P74
401-2	提供给全职员工（不包括临时或兼职员工）的福利 Benefits provided to full-time employees that are not provided to temporary or part-time employees	最棒的福利给最拼的你 / P64 Rewarding hardwork / P65
403-1	劳资联合健康安全委员会中的工作者代表 Workers representation in formal joint management-worker health and safety committees	最棒的福利给最拼的你 / P64 Rewarding hardwork / P65
404-1	每名员工每年接受培训的平均小时数 Average hours of training per year per employee	多元成长是我们一直的追求 / P66 Diversified growth / P66
404-2	员工技能提升方案和过渡协助方案 Programs for upgrading employee skills and transition assistance programs	多元成长是我们一直的追求 / P66 Diversified growth / P66
413-1	有当地社区参与、影响评估和发展计划的运营点 Operations with local community engagement, impact assessments, and development programs	爱在每公里 / P76 Love on the road / P76
416-1	对产品和服务类别的健康与安全影响的评估 Assessment of the health and safety impacts of product and service categories	打造全方位的安全管理体系 / P36 Establish a comprehensive safety management system / P37

# 关于本报告

本报告反映了滴滴出行在2017年履行社会责任、实现企业价值的行动和成效。

## 时间范围

报告时间跨度为2017年1月1日至2017年12月31日，部分内容根据实际情况前后延伸。

## 发布周期

本报告为年度报告，是滴滴出行连续发布的第三份企业公民报告。

## 编制参考

报告编制参考《GRI可持续发展报告标准》（GRI Standards）、《社会责任报告编写指南》（GB/T 36001-2015）、《电子信息行业社会责任指南》（SJ/T 16000-2016）等相关文件，并结合滴滴出行的实际情况。

## 数据说明

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# About the report

The Report reflects Didi Chuxing's practices and achievements in social responsibility fulfillment and value sharing in 2017.

## Reporting period

The Report covers information and practices from January 1, 2017 to December 31, 2017, and some contents and data may pre-date or post-date the stated reporting period.

## Reporting cycle

The Report is published annually, and this is the third Corporate Citizenship Report published consecutively by Didi Chuxing.

## Compilation conformance

The Report is compiled in accordance with the GRI Sustainability Reporting Standards (GRI Standards), Guidance on Social Responsibility Reporting (GB/T 36001-2015), Guidance on Social Responsibility of Information and Communication Technology Industry (SJ/T 16000-2016), other related documents and the actual condition of Didi Chuxing.

## Sources of data

All statistics and data in this Report are final statistical results from statistical reports and internal documents. Unless otherwise specified, all sums of money referred to in the Report are in yuan.

## Reference

For convenience, "Didi Chuxing" is referred to as "DiDi", "the Company" and "we" in the Report.

## Reporting reliability

The Company assures that no fictitious records, misleading statements, or material omissions are included in the Report, and the Report's authenticity, accuracy, and completeness are guaranteed through internal examination and verification.

## Accessibility of the Report

The Report is available in Chinese and English. If there is any conflict or inconsistency between the Chinese version and the English version, the Chinese version shall prevail.

You can get access to the Report via the official web (<http://www.didiglobal.com>). Or you can scan the QR code below to follow the official WeChat account of Didi Chuxing "50KM" or "Didi Chuxing" and reply "Corporate Citizenship Report" to get access to the Report.

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