DiDi

DiDi

2024 Sustainability Report

2024
Sustainability Report

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Report Profile

This is DiDi Global Inc.'s (hereinafter referred to as "DiDi", "the company", or "we") second sustainability report and part of an ongoing effort to improve understanding, communication, engagement, and transparency as we work to keep stakeholders up-to-date on the current state of corporate sustainability at DiDi.

Scope of Reporting

This report covers the period from January 1, 2024 to December 31, 2024. To enhance the report's comprehensiveness, some information from outside this timeframe has also been included. Unless otherwise noted, this report exclusively covers the business operations directly operated and managed by DiDi.

Basis of Reporting

This report is guided by the UN Sustainable Development Goals (SDGs), the GRI Standards, ISSB's IFRS S1 General Requirements for Disclosure of Sustainability-related Financial Information and IFRS S2 Climate-related Disclosures, as well as the relevant sustainability information disclosure guidelines of the Shanghai Stock Exchange, Shenzhen Stock Exchange, and the Stock Exchange of Hong Kong.

Data and Information Explanation

Unless otherwise specified, the data and information in this report are derived from publicly available government sources and internal company documents and statistical data. The financial data in this report is denoted in Renminbi (RMB).

Language of the Report

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

How to Access the Report

This report is available in print and digital versions, with the digital accessible for viewing and download from the company website at www.didiglobal.com.

Feedback Form

Thank you for reading the DiDi Sustainability Report 2024. Your feedback will help us provide you and other stakeholders with more valuable information and achieve greater sustainability, we welcome your insightful comments on the report.

1. **Which category of stakeholder applies to you?**

   A Regulator   B Investor   C Corporate
   D Individual   E Driver   F Employee
   G Supplier/Partner   H General Public   I NGO
   J Media   K Expert

2. **Would you say this report meets your expectations for the company?**

   A Yes   B If not, what would you say this report lacks?

3. **Would you say the company has lived up to your expectations?**

   A Yes   B If not, in what way has the company failed to live up to your expectations?

4. **How would you rate the design and presentation of this report? Is it reader friendly?**

   A Excellent   B Good   C Average   D Not Good

5. **Do you have any comments or suggestions you would like to share about the company's sustainability efforts or this report?**

Message from the Chairman

The ongoing development of digital mobility technology and ever-evolving platform capabilities are pushing the boundaries of corporate responsibility. To our great delight, there are more opportunities than ever before for DiDi to create long-term value. 2024 was a year for honing core competencies, and we responded by investing in every facet of the digital mobility ecosystem, from drivers and riders to communities and partners, continuously refining our service capabilities to accomplish our mission to Build a Better Journey.

Our unwavering commitment to excellence guarantees the safety of millions of trips every day. With our rigorous safety controls and comprehensive safety management system, we have leveraged innovation to raise our capabilities to unprecedented heights in recent years. We've used multimodal large language models to build a system for the joint analysis of trajectory, audio, and video that allows us to perceive risk in multiple dimensions, putting drivers at ease and keeping riders safer. In 2024, continued technical optimization and innovative intervention raised the accuracy of environmental and driver-rider risk assessment. The accuracy of pedestrian and non-motor vehicle identification reached 97%, with the accuracy of early warnings for risk of vehicle collision reaching 92%.

Responsible innovation requires us to leverage the power of technology to meet broader and more diverse needs. Over the past year, we have engaged in collaborative research on fairness in ride-hailing and the safety of L4 autonomous driving, harnessing technology to achieve broadly accepted consensus on the establishment of industry standards. In the spirit of responsible innovation, we have striven to ensure family and friends are able to travel safely and tailored mobility solutions to the needs of the elderly while working to bridge the digital divide. By the end of 2024, DiDi's ride-hailing service for the elderly has taken 6.92 million senior citizens on 225 million rides. Our accessible travel services for visually impaired people are now available nationwide, with over 3 million drivers certified to provide caring, thoughtful, barrier-free transportation services.

DiDi's green practices are now truly international. Over 6 million new energy vehicles (NEVs) have now been registered on DiDi's platform in China, accounting for more than 68% of service miles, and we are committed to driving the sustainable transportation transformation in the 14 countries we serve internationally. DiDi's Brazilian subsidiary, 99, has established the largest electric ride-hailing fleet in the region, providing over 18.5 million riders with a greener travel experience. In Mexico, we are leveraging our intelligent carbon emissions avoidance capabilities to introduce 100,000 EVs and are always looking to work together with ecosystem partners to facilitate green transformation and upgrading.

We strive to create multi-dimensional, sustainable social value. DiDi exists to create value for drivers and riders. In 2024, we continued to gather feedback, using it to optimize the user experience, rules, services, and products while fulfilling our commitments to protect the income and rights of the 32 million drivers and couriers globally. The DiDi Public Welfare Rescue Team, comprised of DiDi drivers and corporate employees, has provided 38,000 hours of volunteer service and disaster relief. We serve the real economy by helping the industry connect with larger markets, supporting the digital transformation of major mobility enterprises, car rental, taxi, passenger transport, freight, and charge point operators. In passenger transport alone, DiDi collaborated with 84 large, medium, and small passenger transport enterprises in 71 cities across China in 2024, powering their routes with a full set of big data digital operating solutions.

Diversity and inclusion are a major part of DiDi's resilient development. DiDi employees in 20 different countries bring a unique mix of cultures, experiences, and perspectives to the table that infuses our growth with a special vitality. We believe in the importance of creating an equal, diverse, inclusive, and vibrant workplace where every employee belongs and can find fulfillment. It is upon this belief that we create our diverse, inclusive, people-centered mobility ecosystem. In 2024, over 1.5 million women used the DiDi platform to earn income, with more than 480,000 female drivers and couriers overseas leveraging the inclusive, flexible and equitable digital mobility industry to achieve personal development, take care of their families, and attain economic and spiritual independence while breaking gender stereotypes, providing outstanding services, and contributing to the formation of more inclusive societal ideals.

In a time of rapid changes, our mission to Build a Better Journey serves as both a guiding light and fundamental strength that keeps us ever mindful of what is most important. Following the release of our second sustainability report, we hope to build even greater consensus and unite more forces to ensure continued progress on the path of sustainable innovation and the high-quality development of our industry ecosystem.

Will Wei Cheng

About DiDi

China

International

Shared Mobility	Energy and Vehicle Services	Electric Mobility	Autonomous Driving	Others	
Ride Hailing	Refueling	Charging	Autonomous Driving	Bike and E-bike Sharing	Ride Hailing
Online Taxis	Leasing			Intra-city Freight	Food Delivery
Chauffeur				Financial Services	Financial Services
Hitch					
Enterprise Solutions					
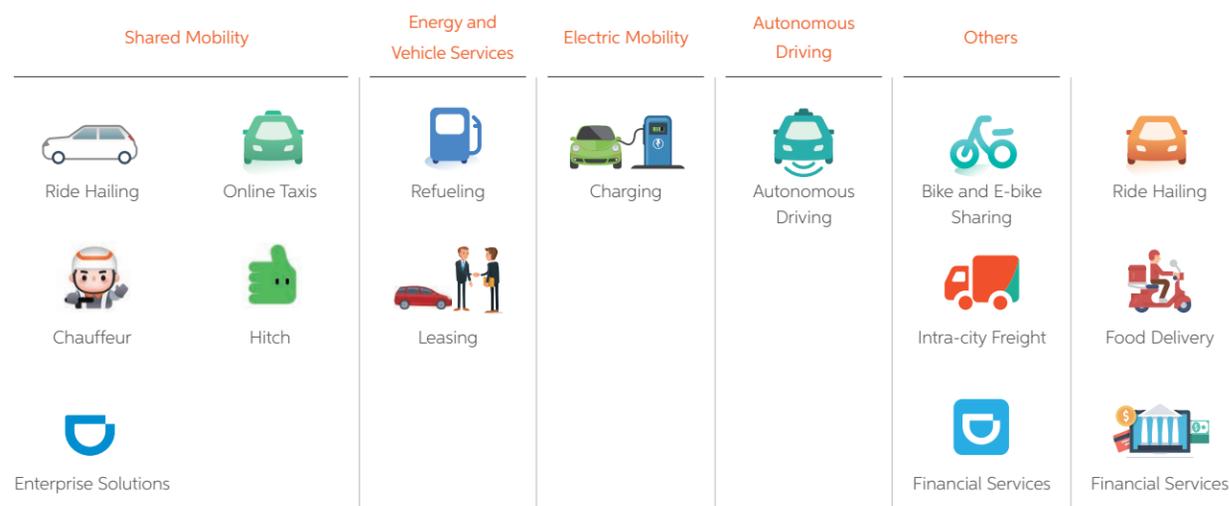
DiDi was founded in 2012 and has grown over a decade into one of the world's leading mobility technology platforms. DiDi's business in China and 14 other countries is concentrated in four core areas: shared mobility, energy and vehicle services, electric mobility, and autonomous driving.

Mission	Visions	Values
To Build a Better Journey	**Delivering safer, more convenient, cost-effective, and diverse travel options to users worldwide**	

Visions

Delivering safer, more convenient, cost-effective, and diverse travel options to users worldwide

- Supporting drivers in finding a flexible income opportunity and fostering better growth for our partners
- Jointly developing a smart, smooth, and environmentally friendly urban transportation ecosystem
- Striving to create a warm and respectable world-class technology company

Values

- Creating Customer Value
- Data-driven Thinking
- Win-win Collaboration
- Integrity
- Growth
- Diversity

A Sustainability Action Plan

True to our mission to Build a Better Journey through responsible innovation and always put the people first, we prioritize safety as a prerequisite for growth, leveraging the advantage of the platform economy to promote flexible income opportunities and green mobility. Through it all, we remain committed to fulfilling our social responsibilities and providing global users with safer, more convenient, more diverse transportation services.
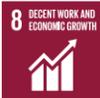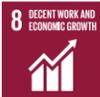
Focus of Action	Description of Action	UN SDGs	Material Issues
Safety & Security	Believing that safety always comes first, we have taken effective measures to safeguard drivers and riders, upgrading product safety, the security of data and information, and a fair and transparent business environment.	12 RESPONSIBLE CONSUMPTION AND PRODUCTION; 16 PEACE, JUSTICE AND STRONG INSTITUTIONS	• The safety of drivers and riders • Data security and privacy protection • Anti-commercial bribery and anti-corruption • Business ethics • Compliance and risk management
Technology-driven Development	With digital technology as the driver of sustainable development, and in the importance of Responsible Innovation, we leverage the power of technology to drive sustainability, leading industry progress and fostering a tech ecosystem. DiDi provides technology with empathy and warmth.	9 INDUSTRY, INNOVATION AND INFRASTRUCTURE; 10 REDUCED INEQUALITIES; 11 SUSTAINABLE CITIES AND COMMUNITIES; 17 PARTNERSHIPS FOR THE GOALS	• Technological innovation • Economic and social contributions
Environmentally Friendly	Green development and implementing a green and low-carbon strategy, we leverage our strengths in climate change response, green mobility, green ecology, and green operations, and demonstrate corporate commitment.	7 AFFORDABLE AND CLEAN ENERGY; 11 SUSTAINABLE CITIES AND COMMUNITIES; 12 RESPONSIBLE CONSUMPTION AND PRODUCTION; 13 CLIMATE ACTION; 15 LIFE ON LAND	• Response to climate change • Green operations • Ecosystem and biodiversity conservation • Energy and water resource management • Resource management and circular economy • Green mobility
Available for All	We have actively embraced our social responsibilities by empowering drivers, users and partners, encouraging international collaboration for collective progress, sustainably carrying out public welfare initiatives, and helping build a harmonious ecosystem of co-construction and shared benefits.	1 NO POVERTY; 4 QUALITY EDUCATION; 8 DECENT WORK AND ECONOMIC GROWTH; 10 REDUCED INEQUALITIES; 17 PARTNERSHIPS FOR THE GOALS	• Rural revitalization • Economic and social contributions • Sustainable supply chains • Product and service quality
Diversity & Inclusion	We have built a healthy and sustainable platform ecosystem that prioritizes our employees' physical and mental health, protects their rights, fosters their development, and promotes a diverse, equitable, and inclusive workplace in order to improve industry-wide optimization.	3 GOOD HEALTH AND WELL-BEING; 5 GENDER EQUALITY; 8 DECENT WORK AND ECONOMIC GROWTH; 10 REDUCED INEQUALITIES	• Employee hiring • Health and safety • Employee rights, interests, and development

Outlook	Operational Support	
A Better Journey	DiDi's mission to Build a Better Journey is representative of its commitment to sustainability and its vision for attaining it.	• Top-level design and action planning involves the establishment of a sustainability management system to refine governance, policies, objectives and mechanisms for risk management and oversight, assessing and managing impacts, risks, and opportunities arising from material issues and guiding the formulation of action plans. • By expanding influence, we can contribute positively to suppliers, partners, other stakeholders in the value chain, and the wider community, based on improving our management of sustainability and performance within our operational scope.	• Transparent information disclosure involves the development of a sustainability indicator system referencing Chinese and international sustainability disclosure standards and rating requirements, regular evaluations with qualitative and quantitative indicators, and prompt disclosure of the company's performance vis-a-vis material issues. • Management is constantly looking at performance and feedback from stakeholders to improve, direct sustainability actions, analyze strengths and weaknesses, and take information disclosure as a starting point to continuously improve management capabilities.

Sustainability Honors and Awards

Corporate Value Creation

Ranked 35th in the Top 500 Chinese Private Enterprises in 2024

All-China Federation of Industry and Commerce

Ranked 10th among the Top 100 Chinese Internet Enterprises

Internet Society of China

Received Award for Universal ESG Corporate Evaluation Standard Annual Sustainability Brand

News and Information Center of Xinhua News Agency, etc.

Selected as the Excellent Case of Corporate Integrity Construction in 2024

China Enterprise Confederation

Recognized as Best ESG Brand Value Award

Energy Magazine, Affiliated Agency on Energy Finance and Law of China Energy Research Society, Energy and Environment Committee of All-China Environment Federation

Safety & Security

Application of GB/T 42017-2022 Information security technology — Data security requirements for online ride-hailing services in Ride-Hailing Project won second prize for 2023 Outstanding Practice Case of National Cybersecurity Standards

National Technical Committee 260 on Cybersecurity of Standardization Administration of China

DiDi Autonomous Driving recognized as Outstanding Blue Team

Shanghai Communications Administration

Technology-driven Development

DiDi Care for the Elderly Eases Transportation for Seniors Project was selected as 2024 Outstanding Case of New Digital Services

Ministry of Industry and Information Technology of the People's Republic of China

DiDi's Urban Smart Transportation Integration Solution Project recognized as Typical Case at 2024 Third China Future Transportation Industry Development Summit

China Communications and Transportation Association, Internet Society of China

DiDi's Enhancing Transportation Experience for Large Events Through Technology Project won 2024 Top Ten Outstanding Cases of Technology-based Public Welfare Award

China Computer Federation (CCF)

Key Technology of Intelligent Vehicle Safety Based on Human-Vehicle-Road Coupling Risk Awareness and Its Application Project won 2024 China Society of Automotive Engineers Technology Invention Award Special Prize

China Society of Automotive Engineers

Key Technology of Intelligent Driving and Collaborative Control under Vehicle-Road-Cloud Integration and Its Application Project won First Prize in 2023 Jiangsu Science and Technology Progress Award

Jiangsu Provincial People's Government

DiDi Autonomous Driving was recognized as Key Service Unicorn Enterprise in Shanghai

Shanghai Municipal Commission of Economy and Informatization Shanghai Small and Medium-sized Enterprises Development Service Center and others

Environmentally Friendly

Selected as 2024 Typical Case of Green Development for National Private Enterprises

All-China Federation of Industry and Commerce

DiDi's Digital Mobility Supporting Zero-Carbon Transportation was selected as World Everlasting Development Themed Typical Case

Chinese Society for Environmental Sciences

Facilitating the Development of Green Transportation in Brazil Practice was selected as 2024 Belt and Road Green Supply Chain Case

All-China Environment Federation

Green Mobility Practice was included in Kindling the Green Sparks — Chinese Solutions for Engaging the Public in Green Actions

China Sustainability Tribune

Available for All

Recognized as benchmark for Smart Construction Innovation Practice in Transportation Enterprises

China Transportation Enterprise Management Association

Awarded Golden Headset Cup Top Ten Excellent Customer Service Providers at the 20th Customer World Annual Conference

CCMWorld Group

Awarded honorary titles of Excellent Platform and Most Beautiful Order Processing Company

Market Supervision Administration of Shangdi Sub-district, Haidian District, Beijing

Diversity & Inclusion

Included in Excellent cases for Building Family-Friendly Workplaces by the All-China Federation of Trade Unions

All-China Federation of Trade Unions

Awarded the Best Inclusion Award in the 2024 Asia-Pacific Economic Cooperation (APEC) INPUT2 Competition

Asia-Pacific Economic Cooperation (APEC)

2024 Performance Highlights

126 pcs
126 authorized, valid security-related patents

320,000 person-times
Approximately 320,000 person-times of cases of driving fatigue were identified and reminders sent to drivers through enhanced technical and intervention measures

Over 97%
Over 97% accuracy identifying pedestrians and non-motor vehicles

550 million person-times
Platform reminded riders to use seat belts, with rear seat belts being used approximately 550 million person-times during trips this year

Over 150 cities
Coverage of the Chauffeur Service Luminous Package expanded to over 150 cities

266 suppliers
Conducted data security capacity audits for 266 suppliers

Over 5,690 participants
Over 5,690 participants in special information security training

43,990 person-times
Anti-corruption training covered all employees, covering over 43,990 person-times

Safety & Security

5,137 pcs
5,137 patents granted

5,004 person-times
28 Future Program training sessions and activities held, covering 5,004 person-times

4,676 person-times
32 Product and Technical Expertise training sessions benefit 4,676 person-times

Over 95%
Over 95% e-bike sharing battery health diagnostic warning accuracy

10 million kWh
3,900-hour cumulative trading duration of demand response for Orange Energy, with a cumulative transaction volume of 10 million kWh

Decreased by 89%
Vehicle thermal runaway incidents per ten million orders on the Orange Energy platform decreased by 89% from 2021 to 2024

6.92 million senior citizens
DiDi Care for the Elderly has taken 6.92 million senior citizens on 225 million rides in 355 cities

Technology-driven Development

Around 5.1 million vehicles
Over 6 million NEVs have been registered on the platform, around 5.1 million of which were completely electric

Around 9,500 vehicles
DiDi's wholly-owned subsidiary in Brazil, 99, registered around 9,500 EVs

Approx. 7.942 million tons
Green mobility helped cities avoid GHG emissions equivalent to approximately 7.942 million tons of carbon dioxide

15 cities
The Automotive Asset Management Center achieved 100% replacement with NEVs in 15 cities

Over 90%
The renewable utilization rate of vehicle plastic parts in DiDi Bike's new models has reached over 90%

Approx. 68%
Approximately 68% of ride-hailing mileage completed by EVs

Approx. 12 million tons
Orange Charging has helped users avoid approximately 12 million tons of carbon dioxide equivalent

100% green electricity
Six data centers in China were powered by certain proportion of green electricity, with one operating on 100% green electricity

Approx. 257 tons
Over 3,107 pieces of second-hand furniture were used in new workplaces, preventing approximately 257 tons of carbon dioxide equivalent from being produced

Approx. 33 tons
Employees' free DiDi Bike mileage was 399,000 kilometers, avoiding approximately 33 tons of carbon dioxide equivalent

Environmentally Friendly

2024 Performance Highlights

Above 80%

User satisfaction with Experience & Service Excellence (ESE) incoming calls remained above 80%

About 32 million drivers

About 32 million drivers were active on the platform this year worldwide

Ten Driver Commitments

Fully delivered on Ten Driver Commitments for 2023

1,866 driver representatives

We organized 218 sessions of in-depth talks with drivers in China, with 1,866 driver representatives participating

Nearly 1,400 children

The DiDi Seeds Program has cumulatively awarded DiDi Seed College Entrance Examination Scholarships to nearly 1,400 children of drivers

Over 550,000 companies

DiDi enterprise solutions have benefited over 550,000 companies and more than 45 million corporate staff

84 passenger transport companies

DiDi Station Bus collaborated with 84 passenger transport companies of various sizes, with the number of annual cooperative routes exceeding 1,200

Over 300 partners

DiDi Freight has joined forces with over 300 partners to provide delivery services in more than 200 Chinese cities

Over 14,000 petrol stations

Orange Energy established connections with over 14,000 petrol stations and partnered with more than 7,300 small and medium-sized charging station operators

100%

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

Approx. 80 million active users

Our international business provided services outside China to approximately 80 million active users, operating a network of about 6 million drivers and couriers

Available for All

Extraordinary Employer

Recognized by Liepin in 2024 as an Extraordinary Employer

34.5%

Women accounted for 34.5% of management personnel

41.2%

Women accounted for 41.2% of the workforce

100%

100% of employees received talent development training

85%

According to survey results, employee satisfaction and engagement was 85%

21 hours

New employees received an average of 21 hours of training

Over 1.5 million women

Over 1.5 million women worldwide used the DiDi platform to earn income, 1.05 million in China and at least 480,000 overseas

Diversity & Inclusion

Governance Foundations

We are devoted to building a sound corporate governance structure capable of ensuring transparent, fair, effective decision making, managing sustainability more deeply, and providing mechanisms for stakeholder communication and engagement for guidance on a wide range of sustainability issues.

Corporate Governance

DiDi has created a governance structure that integrates sustainability into daily operations, ensuring continued development while protecting the rights and interests of users, employees, investment institutions, and other stakeholders and providing the support necessary to achieve true sustainability.

42.9% of the Board of Directors is independent

28.6% of the Board of Directors is female
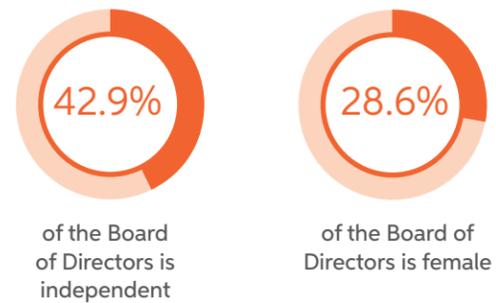
Governance structure

Board Management

The Board of Directors has established Audit, Compensation, and Nominating and Corporate Governance Committees to support the decision-making process, with all directors participating in meetings during the reporting period.

Board Diversity

We developed the *Charters of the Nominating and Corporate Governance Committee* with consideration for the gender, age, and professional experience of board candidates. As of the end of 2024, DiDi had seven directors in total, three independent and two women [1]. The current directors possess a diverse range of professional experience to effectively support decision-making in business deployment, risk and financial management, and sustainability.

Board of Directors
- Audit Committee
- Compensation Committee
- Nominating and Corporate Governance Committees

Diversity in director expertise	
Areas of expertise	Board members with relevant backgrounds
Risk management	1
Audit/Finance	2 (1 independent)
Professionals in IT, mobility, energy, and investment	5 [2] (3 independent)

Board Independence and Effectiveness

The independent, professional, and objective performance of directorial duties is governed by the *Charters of the Audit, Compensation Committee, and Nominating and Corporate Governance Committees*, and other internal regulations. Directors enjoy complete, equal, independent voting rights on material company matters. The composition and performance of the Board's Audit, Compensation, and Nominating and Corporate Governance Committees comply with all requirements for independence.

[1]   Information as of the end of 2024 is provided herein. For the most up-to-date information, please visit https://ir.didiglobal.com/.
[2]   One of the independent directors has professional experience in both finance and IT.

Executive Compensation

The Compensation Committee is composed of independent directors and assists the Board in reviewing and approving directorial and executive compensation plans. We have incorporated sustainability issues into the management's performance system, developing the *DiDi Safety Objective Management Policy* to link safety performance to the compensation of business management personnel.

Sustainability Management

The ESG Research Center and taskforces coordinate to promote sustainability initiatives under the guidance of the Sustainability Management Committee.

Sustainability Management Structure

Sustainability Management Committee
- ESG Research Center

Taskforces: Climate Resilience | Green Mobility | Sustainable Operations | Diversity and Inclusion | Driver Ecosystem | Vulnerable Populations | Employee Development | Technology with Empathy and Warmth | Safety | Business Ethics | System Establishment

Sustainability Management System

Sustainability Management Committee
- To guide and review the company's sustainability work
- To assess and manage sustainability issues and facilitate internal and external communication and coordination
- To review the company's annual sustainability report

ESG Research Center
- To conduct research on external standards and policies, benchmarking analysis, strategic issues, and influence building
- To identify, analyze, and manage sustainability-related impacts, risks, and opportunities and propose response measures
- To manage the compilation of the company's annual sustainability report
- To coordinate and facilitate sustainability-related actions
- To regularly report on progress to the Sustainability Management Committee

Taskforces
- Taskforces consist of staff members from various business and functional departments
- Provide long-term support for sustainability research and issue-related efforts
- Assist in compiling the company's annual sustainability report

Stakeholder Communications

We were able to maintain positive and effective communication with the regulators, investors, employees, drivers, users, suppliers and partners, and the general public in 2024 thanks to our stakeholder communication mechanism, responding promptly to their demands and transforming stakeholder expectations into greater sustainability.

Stakeholders	Forms of Communication	Expectations and Demands
Regulators	• Daily communication and reporting • Information reporting and disclosure • Collaborative projects • Visitor reception • Supervision and inspection	• Response to climate change • Green operations • Resource management and circular economy • Compliance and risk management • Business ethics • Anti-commercial bribery and anti-corruption • Data security and privacy protection • The safety of drivers and riders • Economic and social contributions • Technological innovation
Drivers	• Seminars and in-depth talks • Welfare stations, drivers' festivals, and other special events • Customer service hotline • Online communication channels	• The safety of drivers and riders • Data security and privacy protection • Product and service quality • Economic and social contributions
Corporate Users	• User visits • Appreciation banquets for corporate users • Dedicated customer service channels	• Data security and privacy protection • The safety of drivers and riders • Product and service quality
Individual Users	• Customer service and other user feedback channels • Corporate websites and social media interaction • User feedback	• The safety of drivers and riders • Data security and privacy protection • Product and service quality
Investors	• Emails and meetings • Regular reporting and announcements	• Compliance and risk management • Business ethics • Anti-commercial bribery and anti-corruption • Data security and privacy protection • Green mobility • Economic and social contributions

Stakeholders	Forms of Communication	Expectations and Demands
Employees	• Internal office system • Internal meetings • Internal forums • Regular surveys and interviews	• Employee hiring • Employee rights, interests, and development • Data security and privacy protection • Health and safety
Suppliers and Partners	• Contracts and agreements • Daily business communication • Project cooperation • Technical communication	• Sustainable supply chain • Data security and privacy protection • Business ethics • Green mobility
General Public	• Public welfare projects • Community activities • Volunteer activities	• Rural revitalization • Economic and social contributions • Green operations • Ecosystem and biodiversity conservation
NGOs	• Project cooperation • Participating in external meetings • Sharing results	• Data security and privacy protection • Green mobility • Response to climate change • Energy and water resource management • The safety of drivers and riders • Business ethics • Sustainable supply chain • Ecosystem and biodiversity conservation • Resource management and circular economy
Media	• Media interviews • Press conferences • Daily communication • Corporate websites and social media interactions	• The safety of drivers and riders • Data security and privacy protection • Economic and social contributions • Product and service quality • Green mobility
Experts	• Topic-based cooperation • Research and investigation • Visits and communication	• The safety of drivers and riders • Data security and privacy protection • Economic and social contributions • Green mobility • Employee rights, interests, and development

Managing Material Issues

DiDi's materiality assessment process incorporates the concept of Double Materiality, considering both Impact Materiality and Financial Materiality.

Analytical Process

General Analysis of Activity and Business Relationship ❯ Establishment of an Issue List ❯ Assessment and Confirmation of Materiality of Issues

- Analysis of DiDi's activities and businesses
- Analysis of the external development environment
- Analysis of the latest standard requirements
- Understanding of the stakeholders affected

- Reference to potential material issues based on global macro policy trends, Chinese and international sustainability standards (such as SDGs, GRI, and SASB), and ESG ratings (including MSCI and CSA), in combination with DiDi's business background and current sustainability status
- Related impacts, risks, and opportunities (IROs) are identified and summarized to create an issue list

- Research is conducted on stakeholders and internal and external experts to identify whether the issues relate to impact or financial materiality
- The results of the assessment are integrated for submission to the Sustainability Management Committee for review

Analytical Dimensions

We have developed separate questionnaires for financial and impact materiality based on the IROs for each issue and conducted stakeholder surveys to ensure the consistency and completeness of the assessment.

Impact Materiality Assessment

Dimension 1: Possibility assessment
Dimension 2: Impact assessment

Surveys have conducted with regulators, NGOs, corporate and individual users, partners, media, drivers, employees, and experts to assess the real or potential impact of various issues on the economy, society, and environment.

Financial Materiality Assessment

Dimension 1: Possibility assessment
Dimension 2: Impact assessment

Surveys have been conducted with personnel from finance and investment departments, and investors to assess how various issues impact the company's business models, operations, development strategies, financial conditions, outcomes, cash flows, funding sources, and expenditures.

Results of the Analysis

The Sustainability Management Committee validated the results of the analysis of DiDi's sustainability materiality issues based on the impact and financial materiality assessments. Please refer to Appendix 2 for more information about the analysis of financial materiality.

Materiality Matrix

Impact Materiality (vertical axis): Medium Materiality, High Materiality, Extremely High Materiality
Financial Materiality (horizontal axis): Medium Materiality, High Materiality, Extremely High Materiality

- 7 The safety of drivers and riders
- 13 Data security and privacy protection
- 1 Response to climate change
- 12 Product and service quality
- 6 Green mobility
- 15 Health and safety
- 14 Employee hiring
- 19 Compliance and risk management
- 2 Green operations
- 9 Economic and social contributions
- 10 Technological innovation
- 18 Business ethics
- 8 Rural revitalization
- 16 Employee rights, interests, and development
- 17 Anti-commercial bribery and anti-corruption
- 11 Sustainable supply chains
- 5 Resource management and circular economy
- 3 Ecosystem and biodiversity conservation
- 4 Energy and water resource management

Legend: ● Environmental ● Social ● Governance

SAFETY & SECURITY

Safety has emerged as the bedrock of modern business operations in the context of a growing global sharing economy. Beyond fostering user trust, which in turn enhances brand value, it is critical for maintaining the market competitiveness and the health of the business ecosystem. The digital intelligence era has presented enterprises with evolving safety risks. Only by establishing a resilient safety assurance framework can we achieve a virtuous cycle of high-quality development and trust among all stakeholders.

The UN Sustainable Development Goals (SDGs) for this Section

12 RESPONSIBLE CONSUMPTION AND PRODUCTION | 16 PEACE, JUSTICE AND STRONG INSTITUTIONS

DiDi's development is built on safety. Without safety, everything we do is meaningless. Intelligent technological innovation, institutional implementation, and cultural momentum have combined in a complete physical and digital protection system ensuring the safety of drivers, riders, and information and serving our mission to Build a Better Journey.

2024 Performance Highlights

Safer Travel

- Approximately **320,000** person times of cases of driving fatigue were identified and reminders sent to drivers through enhanced technical and intervention measure
- Platform reminded riders to use seat belts, with rear seat belts being used approximately **550** million person-times during trips this year
- Over **97%** accuracy identifying pedestrians and non-motor vehicles
- Coverage of the Chauffeur Service Luminous Package expanded to over **150** cities
- The speeding rate at high-risk intersections during freight transportation dropped by over **50%**
- Nearly **1,600** members of the safety incident response team work full-time online to handle trip safety incidents

Zero Data Security Incidents

- There were **ZERO** security incidents or violations related to information and data security
- Information and data security system documentation was improved by the creation of **5** new documents and revision of **8** existing ones
- More than **20** emergency drills for data and information security incidents were conducted across major lines of business
- Conducted data security capacity audits for **266** suppliers

Instilling Safety in People's Hearts

- A total of **20,823** online and offline special safety training sessions were conducted for over **8.5 million** driver person-times participating
- New employees received an average of **120** minutes of information security training
- Over **5,690** participants in special information security training
- The pass rate for employee compliance training was **100%**
- Anti-corruption training covered all employees, covering over **43,990** person – times

Development of Safety Patents and Standards

- **126** authorized, valid security-related patents
- DiDi participated in the development of the *Road Traffic Safety: Good Practices for Digital Platform Providers (ISO 39004)*, the **first international standard** for the digital mobility industry
- DiDi participated in the development of the *Information Security Technology – Data Security Requirements for Online Ride-hailing Services*, the **first national standard** for the digital mobility industry

1.1 Consolidating the Foundation for Safety

We have consistently adhered to the mantra that everything we do is meaningless without safety, prioritizing our safety strategy and its management in operations. By establishing a rigorous code of conduct, creating an efficient cross-functional organizational structure, and clearly defining all safety responsibilities, we have consolidated the foundation upon which our governance of safety is built to ensure every journey is a safe one.

Governance Structure

We have established six specialized safety committees to coordinate and advance safety governance under the DiDi Comprehensive Safety Management Committee. These are the Committees for Traffic and Production Safety, Information and Data Security, Event Operation Safety, Compliance Safety, Organization Construction and Employee Development Safety, and International Risk Safety.

DiDi's Safety Management Structure

Management System

We have established a comprehensive safety management system that spans multiple lines of business, from online ride-hailing, chauffeur services, and intra-city freight to bike and e-bike sharing, energy, and autonomous driving. With the goal of building a solid safety foundation while simultaneously promoting business development, we have implemented measures to enhance our policy systems, strengthen accountability for primary responsibilities, and optimize incentive mechanisms to collectively foster safer, more sustainable growth.

Dedicated to putting safety first, we are guided in the implementation of safety initiatives by DiDi's 10 Safety Principles, following the foundational methodology of the Way of Safety and advancing safety initiatives through three key approaches: risk management, organization building, and safety culture. We are committed to a policy of Zero Safety Incidents, in pursuit of which we are constantly optimizing our safety efforts.

DiDi's Vision
To Build a Better Journey

Safety Vision	Ongoing Commitment to Zero Accidents
Safety Value	Safety First
Safety Philosophy and Code of Conduct	DiDi's 10 Safety Principles

Safety Methodology

Zero Accidents

Safety Risk Management (Capability)
Safety goals and capabilities to be achieved

Safety Organization Construction (Mechanism)
The achievement of safety goals and the construction of safety capabilities are realized through individuals and organizations

Implementation of Safety Culture (Awareness)
Culture shapes people's consciousness and compensates for the limitations of systems and mechanisms by enhancing individual initiative, thereby ensuring the achievement of goals

System Establishment

The *DiDi Safety Management Guidelines* outline safety management practices and clearly define key workplace safety responsibilities, systems, objectives, education and training, culture, emergency preparedness, and incident management. To strengthen the implementation of risk control responsibilities and operational mechanisms, we have established the *DiDi Safety Risk Hierarchical Control System* and the *DiDi Workplace Safety Meeting System*, with the *DiDi Workplace Safety Responsibility Management System* clearly delineating responsibilities and motivating employees to contribute to the management of safety through incentives and disciplinary measures. We have also developed the *DiDi Safety Inspection Management System* and the *DiDi Safety Training and Education System* for enhanced identification and management while improving safety awareness and capabilities.

Responsibility Implementation

In 2024, safety efforts were focused on five major areas: traffic and production, information and data, event operation, compliance, and organizational development and employee well-being, with the general managers of each business line appointed officers accountable for safety. Their responsibility was formalized in the DiDi Letter of Workplace Safety Responsibility Statement for 2024, which integrates safety performance into our performance appraisal system. Employees making outstanding contributions to safety receive rewards, with managers found to cause incidents through negligence facing performance bonus deductions or demotion. These measures ensure effective accountability for safety responsibilities across the organization.

Incentive Optimization

We have established a special honor-based incentive program, the Safety Star, which consists of an Outstanding Team Award, Outstanding Individual Award, and Craftsmanship Award, designed to recognize the exceptional safety performance of teams and employees and foster a sense of honor through recognition. We have also developed a youth-oriented incentive system integrating annual evaluations with daily communications to enhance awareness and cultivate our safety culture among the younger members of our team.

1.2 Safeguarding Drivers and Riders

The safety of drivers and riders has always lain at the core of our operations. Strict regulatory compliance has resulted in the continuous improvement of our systems and optimization of our safety product framework. We have strengthened safety controls throughout the entire journey from pre-order to post-order. We have also launched safety education and awareness campaigns among drivers and riders, integrating the measures into our operations to make safety an integral part of every trip, from start to finish.

Standardized Management

System Establishment

We have established the *DiDi Safety Objective Management Policy* to define requirements and standardize the management of traffic and production safety through clear work safety objectives, safety performance evaluations, and related activities. The *DiDi Safety Management Incentive and Penalty Policy* improves implementation by clarifying responsibilities and corresponding rewards and disciplinary measures, and the *DiDi Accident Investigation System* standardizes accident reporting, investigation, and handling, improves the accident liability traceability mechanism, strengthens accountability, and prevents and reduces the occurrence of safety incidents.

Developing Industry Standards

We deeply involve ourselves in developing industry standards and technical documents, refine our own safety framework, and promote standardized, orderly development of the mobility industry. In 2024, we made significant progress in formulating safety standards for online ride-hailing:

- DiDi participated in the creation of the *Road Traffic Safety: Good Practices for Digital Platform Providers* (ISO 39004), the first international standard for the digital mobility industry
- DiDi developed the official *Technical Requirements for Safe Operation of App-based Ride-hailing* (T/CCTAS 108-2024) in conjunction with the China Academy of Transportation Sciences and other industry organizations

Product-driven Support

Online Ride-hailing

To achieve the four functions of reducing incidents, handling them properly, fulfilling responsibilities, and communicating effectively with the public, we have constructed a product framework consisting of three levels: perception, prevention, and foundation. At the perception layer, the app Safety Center offers Trip Sharing, 110 Emergency Calling, and Family and Friends Guardian features and services. Users can check the status of app functions like Emergency Contact and Trip Video Recording in the Safety Center, empowering them to monitor their mobility safety environment anytime and anywhere.

We implement effective control strategies for trip safety, alerting drivers to environmental risks and enhancing in-trip safety protection. Meanwhile, we establish safety expert teams, safety customer service, and safety response teams to improve response efficiency, ensuring the safety of drivers and riders during and after trips.

In 2024, the platform's risk early-warning capability continued to improve. The accuracy of early warnings saw continuous improvements, reaching 97% for identification of pedestrians and non-motor vehicles and 92% for rear-end collisions. As a direct result of risk warning broadcasts, drivers took avoidance measures, leading to a 41% decrease in accidents causing minor injuries or worse from collisions with pedestrians and non-motor vehicles. Approximately 320,000 person-times of cases of driving fatigue were identified with continuously advanced technical and intervention measures used to notify drivers. After the platform reminded riders to use seat belts through broadcasts, awareness campaigns, and IVR (Interactive Voice Response) outbound calls, the rear seat belts were used approximately 550 million person-times during trips. Throughout 2024, the platform's safety expert team responded promptly, protecting approximately 3,000 female riders and nearly 240 female drivers from safety incidents. The team prevented 24 serious violent incidents from escalating and provided humanitarian assistance to 60 individuals.

Chauffeur Services

The DiDi Chauffeur platform has introduced a trip tracking feature and upgraded several designated driving safety features, including the Coma Warning System, Real-time Overspeed Warning, and Bumpy Ride Warning. Furthermore, DiDi has launched the Chauffeur Service Luminous Package, featuring night recognition and auxiliary positioning capabilities, which is designed to enhance safety during nighttime rides.

By the end of 2024, the Chauffeur Service Luminous Package was available in over **150** cities nationwide, ensuring the safety of drivers during their nighttime shifts.

Bike and E-bike Sharing

In terms of e-bike and battery quality and safety, DiDi Bike's e-bikes and batteries have been CCC Certified under the new GB 42295-2022 and GB 43854-2024 national standards, making DiDi Bike one of the first in the bike-sharing industry to receive CCC Certification. To optimize product quality, safety, and process management, DiDi Bike has organized training in Eight Discipline (8D) Problem Solving and Failure Mode and Effects Analysis (FMEA) for all employees in the Two-Wheeled Vehicle Quality Management Department.

DiDi Bike has leveraged its e-bike smart device platform to introduce intelligent safety features detecting helmets, rider overload, travel in the wrong direction, and traffic light status. When they unlock a bike, users receive real-time prompts to put on their helmets, while load sensors monitor overloading to ensure safety at every stage of the ride.

CCC Certificates for E-bike and Battery

Intra-city Freight

DiDi Freight has developed the ability to identify and control speeding at high-risk intersections in digital freight transportation, achieving a reduction of over 50% in speeding incidents at these locations, and established a four-tier system of identification, reminders, inspection, and audit/control for managing and controlling contraband. Designed to intercept risks, the system has effectively reduced the number of attempts to ship contraband items. In 2024, two safety initiatives were selected as part of the Comprehensive Transportation Big Data Project under the pilot program for Building China's Strength in Transportation. These initiatives are the *Potential Driving Safety Hazard Identification and Management System and Application Based on Mobile Devices and Traffic Big Data* and the *Construction and Application of a Dual Prevention Mechanism for Safety Management of Contraband in Road Freight Transport on Network Platforms Based on Traffic Big Data*.

Safety Culture

Creating an Atmosphere of Safety

In June 2024, we commemorated the 23rd National Safety Production Month with a themed campaign, Everyone Prioritizes Safety, Every Emergency Response Masters, featuring activities addressing business safety, personal safety and workplace safety, tailored to our business needs and safety management priorities. By focusing on practical operational challenges and awareness, we managed to further strengthen DiDi's distinctive safety culture, integrating safety into every facet of our operations and employees' lives.

From June 1 to 30, 2024, we conducted joint safety inspections for two-wheeled vehicle, energy, online ride-hailing, autonomous driving, freight, and chauffeur services. These inspections were designed to accurately identify and swiftly address potential safety hazards, ensuring safe, stable, and compliant business operations.

National Safety Production Month

June 5, 2024 marked the official launch of the Please Raise Your Hand special initiative, which encourages employees to actively participate in reporting identified safety risks or hazards, thereby fostering a safety culture that No Safety Issue is Trivial. Since the initiative's launch in 2024, a total of 437 employees have submitted risk or hazard clues, and 53 reporters have received special cash incentives under the program.

Please Raise Your Hand Special Initiative

Conducting Safety Training

We have developed an annual safety education and training program for online ride-hailing drivers that focuses specifically on traffic incidents, conflict resolution, and extreme conditions. The program features a mix of online and offline activities, pre-job and monthly training, mandatory and non-mandatory courses, safety score-based training, and in-depth talks with drivers. The program aims to enhance drivers' safety competencies and reduce incident rates.

In 2024, we conducted **20,823** specialized online and offline safety training sessions, with over **8.5 million** driver person-times participating.

Online Safety Training for Ride-Hailing Drivers

Promoting Safety

To raise awareness among drivers and riders, we have launched a traffic safety culture publicity project aimed at fostering a harmonious and safe traffic environment.

Co-production of China Media Group's Special Safe Journey 2024 Program

DiDi launched the Safe Journey 2024 special program on December 2, 2024, in collaboration with the Ministry of Public Security of the People's Republic of China, the General Office of the Central Commission for Guiding Cultural and Ethical Progress, and China Media Group. This event highlighted real cases involving DiDi's online-hailing service and focused on optimizing the non-motorized transportation system, improving safety in online ride-hailing, and encouraging collective efforts to foster a civilized transportation environment.

A photo of the Safe Journey

Collaborating with Traffic Police Departments to Organize Traffic Safety-Themed Activities

On December 2, 2024, the 13th National Traffic Safety Day, DiDi partnered with over 100 police departments nationwide to host a Working Together for Civilized Transportation event in more than 80 cities, including Beijing, Shanghai, and Hangzhou. As part of the event, which sought to promote the concept of civilized travel, voice broadcasts and screen content featuring safety messages produced by the police specifically for online ride-hailing were shared with drivers and riders.

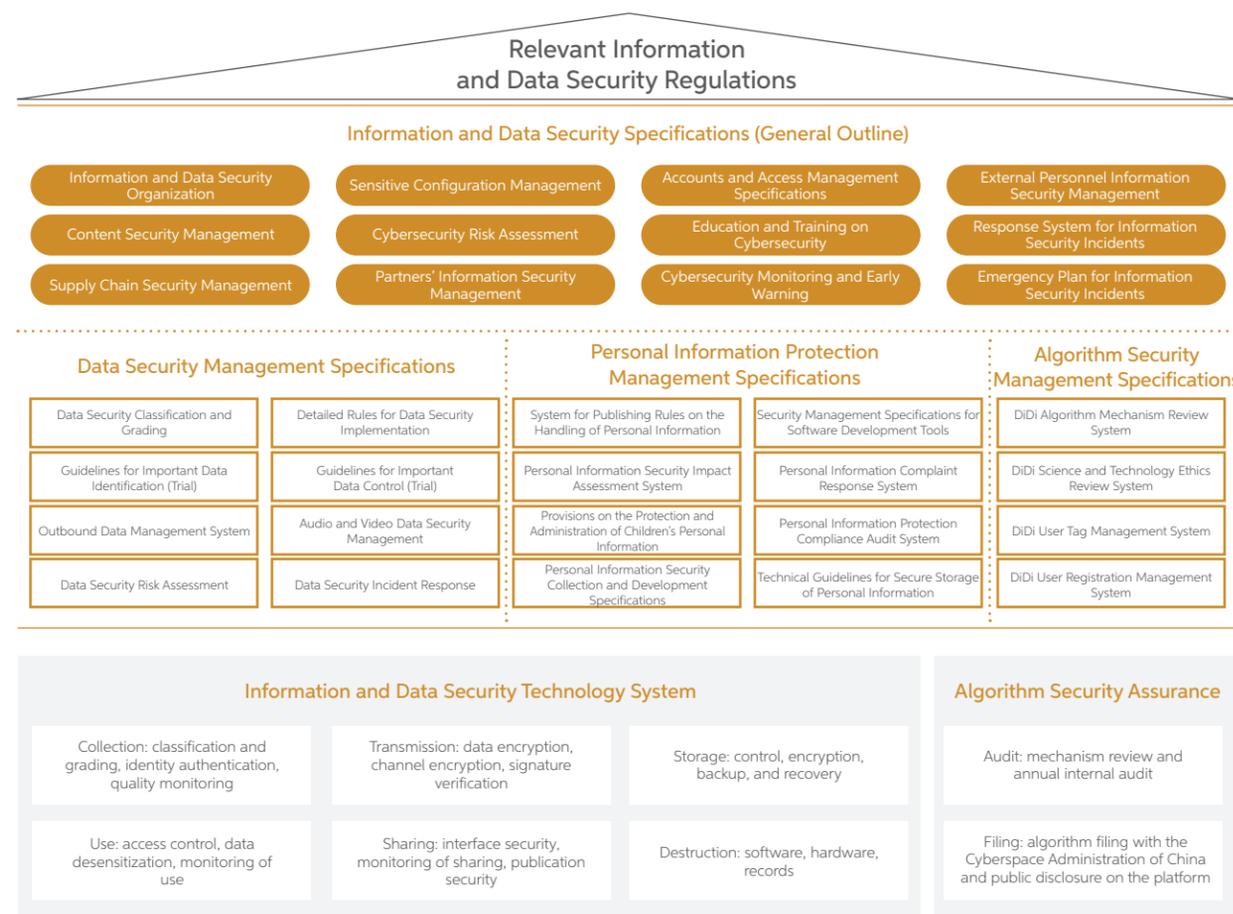Traffic Police Bear, created by DiDi and local Traffic Police

1.3 Ensuring Information Security

We have established an Information and Data Security Committee under the Comprehensive Safety Management Committee to oversee initiatives related to decision-making and information security. The committee ensures the security of data and user privacy by strengthening the organizational system and management framework, implementing technical measures, conducting certifications and testing, and organizing emergency drills, as well as carrying out internal and external audits and supervision.

Standardized Management

System Improvement

We have established an information and data security framework based on the *DiDi Information and Data Security Specifications* to span all lines of business, creating 5 new system documents and revising 8 existing ones in 2024 to ensure the effectiveness and practicality of system documentation.

Relevant Information and Data Security Regulations

Information and Data Security Specifications (General Outline)

Information and Data Security Organization	Sensitive Configuration Management	Accounts and Access Management Specifications	External Personnel Information Security Management
Content Security Management	Cybersecurity Risk Assessment	Education and Training on Cybersecurity	Response System for Information Security Incidents
Supply Chain Security Management	Partners' Information Security Management	Cybersecurity Monitoring and Early Warning	Emergency Plan for Information Security Incidents

Data Security Management Specifications

Data Security Classification and Grading	Detailed Rules for Data Security Implementation
Guidelines for Important Data Identification (Trial)	Guidelines for Important Data Control (Trial)
Outbound Data Management System	Audio and Video Data Security Management
Data Security Risk Assessment	Data Security Incident Response

Personal Information Protection Management Specifications

System for Publishing Rules on the Handling of Personal Information	Security Management Specifications for Software Development Tools
Personal Information Security Impact Assessment System	Personal Information Complaint Response System
Provisions on the Protection and Administration of Children's Information	Personal Information Protection Compliance Audit System
Personal Information Security Collection and Development Specifications	Technical Guidelines for Secure Storage of Personal Information

Algorithm Security Management Specifications

DiDi Algorithm Mechanism Review System
DiDi Science and Technology Ethics Review System
DiDi User Tag Management System
DiDi User Registration Management System

Information and Data Security Technology System

Collection: classification and grading, identity authentication, quality monitoring	Transmission: data encryption, channel encryption, signature verification	Storage: control, encryption, backup, and recovery
Use: access control, data desensitization, monitoring of use	Sharing: interface security, monitoring of sharing, publication security	Destruction: software, hardware, records

Algorithm Security Assurance

Audit: mechanism review and annual internal audit
Filing: algorithm filing with the Cyberspace Administration of China and public disclosure on the platform

DiDi Information and Data Security Framework

Industry Standardization

We have contributed to standardization in the industry by participating in the development of technical documents like the *Information Security Technology – Data Security Requirements for Online Ride-hailing Services*, the first national standard for the digital mobility industry, the *Cybersecurity Standard Practice Guidelines – Guidelines for Identifying Sensitive Personal Information*, the *Cybersecurity Standard Practice Guidelines – Guidelines for Cybersecurity Assessment of Large Internet Platforms,* and the *Data Security Technology – Compliance Audit Requirements for Personal Information Protection*.

Certification and Assessment

Data security capabilities

- We have been certified as Data Security Capability Maturity Model (DSMM) Level 4.

Information security management

- Management system certifications we have received by third-party accreditation include ISO 27001, ISO 20000, ISO 22301, ISO 27701, ISO 29151, and ISO 27040. These certifications encompass information security, IT services, business continuity, personal privacy protection, and data storage security and cover over 80% of our business operations.

Information Security Management System | Information Technology Service Management System | Privacy Management System

- Our international operations have been certified for ISO information security and privacy management in three key sectors: mobility, finance, and food delivery.

Report
Profile

Message from
the Chairman

About
DiDi

A Sustainability
Action Plan

2024 Performance
Highlights

Governance
Foundations

1 SAFETY &
SECURITY

2 TECHNOLOGY-DRIVEN
DEVELOPMENT

3 ENVIRONMENTALLY
FRIENDLY

4 AVAILABLE FOR ALL

5 DIVERSITY &
INCLUSION

6 YEARN FOR A
BETTER JOURNEY

APPENDIX

Safeguards

Cybersecurity

We have established a cybersecurity threat perception platform that encompasses hosts, terminals, networks, and applications to effectively prevent, promptly respond to, and manage cybersecurity attacks, safeguarding cybersecurity and the stability of the network.

Data Security

We classify data assets into 4 categories and 5 security levels based on objects and degrees of impact, implementing differentiated security controls for each to ensure full lifecycle data management.

Data processing measures such as data identification, link encryption, encrypted storage, access control, disk encryption, data desensitization, and data watermarking are deployed to ensure legal and compliant data use. We have implemented security measures such as encryption, access control, de-identification, and anonymization in the storage and use of sensitive personal information. User personal information is retained strictly in accordance with legal, regulatory, and contractual time limits, and upon expiration, we perform secure deletion or anonymization to fully safeguard users' data protection rights and legitimate interests.

Personal Information Protection

We have established documents such as the *DiDi Personal Information Protection Management Specifications* outlining the lawful processing of personal information and establishing the principle of data minimization, the requirement for informed consent prior to processing, and related development requirements, ensuring lawfulness, legitimacy, and transparency in the handling of personal information.

To facilitate clear communication and keep users informed, we have developed the *Personal Information Processing Rules*, the *Children's Personal Information Processing Rules*, and the *Audio and Video Information Processing Agreement*. We disclose the purpose, methods, and scope of processing in-app and in other ways while establishing a wide range of mechanisms to protect data rights and communication channels.

📋 Informed Consent

- The purpose, methods, and scope of the processing of personal information are communicated to users through personal information processing rules, system access request pop-up windows, and separate pop-ups within the app to ensure we obtain users' explicit consent.
- We inform users of the need for sensitive personal information, such as location data and real-name details, for processing and the potential impact on user rights with a separate pop-up or agreement document.

📱 Withdrawing Consent

- Users can revoke service-related authorizations in the DiDi app, enable or disable device access for personal information collection, or withdraw partial authorizations by deleting information.

📝 Feedback

- Users can provide feedback to DiDi via online customer service, by telephone, or through our dedicated email address, where they will receive responses within a specified timeframe.

Algorithm Security

We have established the *DiDi Algorithm Mechanism Review System*, the *DiDi User Tag Management System*, and related system documentation while developing a template for the *Algorithm Security Self-Assessment Report* in accordance with applicable laws, regulations, and internal systems and in reference to the Internet Information Service Algorithm Filing System. The template has been designed to evaluate the fairness, transparency, and compliance of algorithms. The Algorithm Security Committee initiates regular internal security audits, coordinating with the different businesses and departments to review legacy algorithms and assess new ones, ensuring the legality and compliance of algorithm modifications and policy.

Following successful self-review and internal audit of security, algorithms are filed with the relevant authorities, after which the fundamental principles, operational mechanisms, application scenarios, and intended purposes are promptly disclosed to users, safeguarding users' right to be informed.

Emergency Response

We have established a working mechanism for managing the classification and grading of information security incidents and emergency responses while also conducting annual emergency drills to ensure we are continually honing our ability to respond to data security incidents.

Emergency Drills

We regularly conduct emergency drills to simulate different types and levels of information security incidents and ensure readiness in the event of real events. In 2024, we conducted more than 20 emergency drills focused on cybersecurity, data security, and the protection of personal information. The drills including phishing emails, ransomware attacks, personal information leaks, and unauthorized data exfiltration, with exercises aimed at comprehensively testing the effectiveness and feasibility of existing emergency plans, identifying and addressing vulnerabilities, and enhancing practical emergency capabilities for information security incidents.

Handling Incidents

We have established a comprehensive process for responding to information security incidents that includes notification, reporting, and disclosure, with timely responses based on classified and graded management. We report major incidents to the government authorities as required by law, promptly disclosing progress of the incident to safeguard users' right to be informed and protect their personal information rights.

There were **ZERO** security incidents or violations related to information and data security in 2024.

Audit and Supervision

Internal Audit

We conduct annual internal special audits on information and data security to identify and address risks and actively engage in the pilot projects of regulatory agencies. These have included the Pilot Project for Personal Information Protection Self-inspection and Audit of the Cyberspace Administration of Tianjin and the Pilot Project for Implementing the National Standard: Compliance Audit Requirements for Personal Information Protection of the Cyberspace Administration of Beijing Municipality. These concrete efforts have strengthened our audit and supervision processes, ensuring we are able to continuously enhance our information security capabilities.

In 2024, we conducted a self-assessment of potential business risks to personal information, data security, and cybersecurity, engaging external experts in the review process. We also coordinated internal audits with our different businesses and departments on algorithm reviews and conducted assessments and security audits on 266 suppliers, ensuring their compliance with our data protection standards for personal information sharing.

External Supervision

In July 2024, DiDi's Supervisory Committee for Personal Information Protection – a third-party supervisory body composed primarily of external experts – convened a working meeting to provide independent professional guidance on strategies and actions for protecting personal information.

Education and Training

We provide new employees with induction training to build foundational knowledge of key information security concepts. For professional safety personnel, we provide training specific to their line of business and a competency assessment for important training sessions. Our App Personal Information Protection Compliance Practices training sessions for production and R&D staff are aimed at enhancing awareness during the application development process and ensuring product safety from the outset. Finally, the DiDi Security Compulsory Course for All Employees is always available and includes a knowledge and action program, a required course on information security, and a required course on risk control compliance, encouraging employees to integrate safety concepts into their daily work.

- New employees received an average of **120 minutes** of information security training, with a coverage rate exceeding **99%**

- More than **5,690** individuals took part in special training sessions on information security tailored to their line of business

- **100%** of employees took the DiDi Information Security Compulsory Course for 2024

1.4 Standardizing Operations

We have established a transparent, efficient compliance management system that aligns with all ethical regulations to strengthen integrity, advocate for fair competition, and contribute to a transparent business ecosystem characterized by honesty and mutual benefit, ensuring sustainable and healthy operations.

Compliance Management

Robust Systems

Key policies and regulations we have developed and implemented include the *DiDi Code of Ethics and Conduct*, the *Standards and Guidelines for Risk Control and Compliance*, and the *Internal Audit Charter*. These documents clarify responsibilities, the organizational system, and working mechanisms. We have also established and refined our compliance obligation identification and risk warning mechanism, regularly scrutinizing compliance risks and seamlessly integrating compliance reviews into all aspects of our business management processes.

Implementing Responsibilities

We have established Compliance Safety Committee under the Comprehensive Safety Management Committee to clearly define responsibilities across hierarchies. DiDi's senior management team joined the managers from business and functional departments in signing the *Letter of Responsibility for Risk Control Compliance Management*, assigning specific risk control responsibilities to each manager and employee, clearly defining the requirements and approaches for risk control and compliance, and thus enhancing our risk management capabilities.

Raising Awareness

We have established a three-must compliance training system designed for all employees, with managers, new employees, and those transferred to new positions receiving mandatory compliance training aligned with our business characteristics and tailored to key areas, personnel, and processes. This approach integrates compliance knowledge with job responsibilities and business skills, ensuring that the latest laws, regulations, and policy updates are disseminated in a timely manner across the organization.

Enhancing Compliance Awareness Among Campus Recruits Through Compliance Training

On August 2, 2024, we held a special online ride-hailing training session for 2024 campus recruits in Beijing. The session featured the interactive course, Talking About Orange Risk Control with You. 150 new employees shared their insight and knowledge of compliance. Additionally, the Integrity Awareness Caravan Initiative kicked off, aiming to use interactive games and other engaging formats to effectively raise new employees' awareness of compliance requirements.

Specialized Training for Campus Recruits   Integrity Awareness Caravan Initiative

Anti-corruption and Anti-fraud

We actively uphold the Tenth Principle of the United Nations Global Compact (UNGC), which states that Businesses should work against corruption in all its forms, including extortion and bribery, adhering in all strictness to anti-corruption laws and regulations in all jurisdictions where we operate, firmly committed to prohibiting any form of bribery and corruption. We are continuously refining our anti-corruption system, promoting greater awareness of the importance of anti-corruption and anti-fraud, and optimizing our investigation and resolution mechanism.

Standardized Management

The special systems and specifications we have created for our employees explicitly prohibiting commercial bribery, kickbacks, and other fraudulent and irregular behaviors include the *General Anti-corruption Policy*, the *Policy on Forbidden Deeds*, the *Transparent Reporting System*, and the *Management Policy for Gifts Giving and Receiving*. Upon joining DiDi, employees are required to sign the *Integrity and Self-Discipline Agreement*, which clearly explains the importance of integrity.

We have established the *Partner Compliance Management Policy* and the *Policy on Anti-Corruption Compliance Management of Third Parties* for suppliers, agents, and partners, who must also sign the *Trust and Integrity Agreement for Partners* and the *Code of Business Conduct for Partners*. We also established the Honesty & Integrity Alliance to foster an environment conducive to honest cooperation.

Institutional Guarantee

We have established a collective mechanism for assessing and reviewing disputes with representatives of the Risk Control and Compliance Department, Human Resources, the Legal Department, and relevant business units, conducting internal audits of corruption and fraud in accordance with project type and our annual plan.

As part of anti-fraud, anti-corruption initiatives, we gather information from reporting on conflicts of interest, gift-giving, and supplier compliance due diligence, cutting off fraud and corruption at the source.

We have established multiple channels for whistleblowers, encouraging employees, business partners, and other stakeholders to report corruption, fraud, and other violations involving DiDi employees. The *DiDi Whistleblower Incentive and Protection Policy* includes a dedicated server for emails, a dedicated hotline for tip-offs, and dedicated personnel managing each channel to ensure whistleblowers are protected properly.

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

Raising Awareness

We provide annual anti-corruption compliance training and assessments to ensure compliance is never far from employees' minds, with specialized training for key positions, suppliers, and partners to ensure an honest and transparent collaborative process.

In 2024, we organized anti-corruption training for employees, covering full-time employees, project service personnel, and interns, with participation exceeding **43,990** person-times. The pass rate for the compliance training assessment reached **100%**.

The Integrity and Risk Control Awareness Month Initiative Promotes Anti-fraud Awareness

In 2024, DiDi conducted a series of compliance-related cultural activities as part of the Integrity and Risk Control Awareness Month Initiative, with over 300 employees submitting risk control suggestions, more than 600 sharing their integrity stories, and over 700 providing insight and recommendations on information security fraud, significantly enhancing employees' awareness of the battle against corruption and fraud.

Integrity and Risk Control Awareness Month Compliance Culture Initiative

Fair Competition

Organizational Management → **Institutional Guarantee** → **Raising Awareness**

We have established the Compliance Safety Committee, under the Comprehensive Safety Management Committee, responsible for developing competition compliance systems, arranging mechanisms, conducting assessments of major decisions, identifying and controlling risks, improving assessments, and conducting training and publicity efforts aimed at fostering a collaborative approach to compliant internal competition.

We have established mechanisms for competition compliance risk control, auditing, reporting, and incentives, fostering a closed-loop management system for compliance risks. Through a competition compliance review mechanism, we have assigned full-time personnel to conduct compliance assessments of operational activities for all matters, ensuring full compliance coverage and implementing a one-vote veto in reviews for matters with clear compliance risks. Regular internal audits are conducted to identify any review omissions, complemented by a competition compliance inspection mechanism to promptly remedy shortcomings.

We have established a team to conduct research on the regulations governing competition and provide training tailored to our business characteristics and launched the *Bai Ge* competition compliance education column, which uses case studies, videos, and visual content to interpret laws and regulations.

Transparent Taxation

We believe in the importance of bearing our tax burden honestly and consider legality and compliance essential requirements for all tax-related activities. Building on this commitment, we align business operations with our tax strategy while formulating robust tax governance policies, ensuring regular and transparent disclosure of tax-related information in line with applicable laws and regulations to demonstrate our compliance in this matter.

TECHNOLOGY-DRIVEN DEVELOPMENT

Technological innovation has emerged at this critical juncture as the core engine driving the smart transformation of the mobility industry. Systematic R&D and a deep application of cutting-edge technologies are helping mobility companies transcend traditional boundaries to meet society's demands for safety, efficiency, and green development through technological innovation and iteration.

The UN Sustainable Development Goals (SDGs) for this Section

Technology is driving DiDi's development, spanning across crucial areas such as service optimization, safety assurance, and ecological collaboration. We believe in the importance of Responsible Innovation, fostering new development momentum through technological innovation and leveraging our innovation capabilities and practical expertise to build a diversified, integrated technology ecosystem.

2024 Performance Highlights

Driving Innovative Research

- **28** Future Program training sessions and activities held, covering **5,004** person-times
- **5,137** authorized patents, with **680** new patents added this year
- Nearly **300** cumulative research projects have been collaboratively undertaken
- Received the **2023 CCF Outstanding Contribution Award** from the China Computer Federation (CCF)
- **32** Product and Technical Expertise training sessions benefit **4,676** person-times

Supporting Steady Business Growth

- Over **95%** e-bike sharing battery health diagnostic warning accuracy
- **3,900**-hour cumulative trading duration of demand response for Orange Energy, with a cumulative transaction volume of **10 million** kWh
- Vehicle thermal runaway incidents per ten million orders on the Orange Energy platform decreased by **89%** from 2021 to 2024
- Successful mixed dispatch for autonomous vehicles in demonstration zones in **Beijing**, **Guangzhou**, and **Shanghai**

Making Technology More Compassionate

- The **Health Center** was launched on the DiDi Car Owner app, and the Early Assistant helped reduce rescue response times by **60%**
- The DiDi app's improved **Women's Safety Center** provides women riders with continuous protection
- DiDi Care for the Elderly has taken **6.92 million** senior citizens on **225 million** rides in **355** cities
- Nationwide, over **3.1 million** drivers have completed accessibility service certification

2.1 Responsible Technological Innovation

DiDi is committed to responsible technological innovation, ethical governance, the integrity of intellectual property, and sustainable ecosystem development.

The Ethics of Science and Technology

We have tasked our Algorithm Security Committee with formulating and reviewing standards for ethics in science and technology, regulating our scientific and technological activities, and preventing ethical risks that may arise from technological innovation. The *DiDi Science and Technology Ethics Review System* outlines the objectives, principles, and standards for reviews, establishing seven key guiding principles for our ethical framework: Enhancing Human Welfare, Respecting the Right to Life, Upholding Fairness and Justice, Protecting Privacy and Security, Ensuring Controllability and Trust, Fostering Openness and Transparency, and Promoting Ethical Awareness. The system likewise provides review standards for scientific and technological management, research and development, and product service and supply. To support this framework, we have developed a comprehensive review mechanism covering the entire technological activity lifecycle and ensuring technology is compliant, safe, and sustainable while safeguarding the rights of all stakeholders involved.

Protecting Intellectual Property

We have established institutional guidelines for the protection of intellectual property. These include the *DiDi IPR Patent Practice Manual*, the *Patent Quality Inspection Specifications*, and the *Regulations of Rewards for Innovative Proposals and Patents*. Additionally, employee inventors/designers receive patent bonuses.

As of the end of 2024, DiDi possessed **5,137** patents, **3,061** invention patents and **1,231** design patents. In 2024, **680** patents were granted and **497** patent applications filed.

Technology Ecosystem

Industry-Academia-Research Cooperation

Since the company jointly launched the collaborative initiative—GAIA Collaborative Research Fund—with the China Computer Federation (CCF) in 2017, we have developed in-depth partnerships with 20 universities and research institutions, including Tsinghua University, Shanghai Jiao Tong University, the China Computer Federation (CCF), and the Institute of Electrical and Electronics Engineers (IEEE), as we jointly explore innovative modes of university-enterprise research cooperation.

By the end of 2024, a total of nearly **300** collaborative research projects have been undertaken cumulatively.

Scientific Research Projects

In 2024, DiDi completed several key R&D programs commissioned by China's Ministry of Science and Technology (MOST), obtaining approval for new projects from MOST and the Beijing Municipal Science & Technology Commission (BMSTC). We remains committed to leveraging our technological expertise, innovative perspective, and technological solutions to drive industry development.

DiDi Collaborates on Advanced Transportation Technology Projects

On March 17, 2024, DiDi teamed up with Tsinghua University and Tongji University to receive approval for the China National Key R&D Program New Energy Vehicle Project: Technology of Risk Perception, Quantitative Assessment and Safe Decision-making for High-level Autonomous Driving in Complex Driving Settings.

On March 30, 2024, the Ministry of Science and Technology Research and Application of Key Technologies for Air-Ground Collaborative Swarm Intelligence in Smart Transportation project undertaken by DiDi in collaboration with the Beijing Institute of Technology and City University of Hong Kong passed review.

Developing Talent

We are committed to cultivating a team of outstanding tech talent and fostering a value-driven, technology-powered, compassionate, talent-centric culture. Our Future Program empowers new graduates in production and technology to accelerate the growth of their professional expertise, cultural integration, and career competence. In professional talent development, we have established a structured growth pathway guiding employees from foundational competence to cross-disciplinary mastery of technical skills in production and R&D. We have also built a product and research leadership development system to improve the competence and leadership capabilities of senior technical managers.

| Future Program	Product and Technical Expertise	Product and Research Leadership
The aim of the Future Program is to cultivate a pool of outstanding talent for future production and research.	The Product and Technical Expertise project is designed to create a phased talent development system that progresses from basic competence to cross-disciplinary expertise, using different methods to cultivate talent, with experience-sharing by internal and external experts, technical seminars, specialized online learning, and targeted training camps.	The Product and Research Leadership development system employs a five-in-one training model to nurture the growth of managers at all levels through Measurement, Learning, Practice, Execution, and Evaluation, thus improving the team's business planning and management abilities.
In 2024, the Future Program was supported by over 150 experts and hosted 28 training sessions and activities to the benefit of **5,004** person-times.	In 2024, the Product and Technical Expertise project organized 32 training sessions for a total of **4,676** person-times.	In 2024, the Product and Research Leadership program conducted 26 sessions of courses, activities, workshops, and coaching, for a total of **678** person-times.

2.2 Sustainable Technological Empowerment

DiDi leverages its data and application strengths to integrate multiple advanced technologies into business operations, lead innovation, and promote sustainable growth within the industry.

## Core Ride-Hailing Technologies

DiDi leverages its core resources with long-term investments in ride-hailing technologies, optimizing every stage of ride-hailing services to continually improve efficiency and enhance the user experience. We have established a dynamic multilateral online trading marketplace leveraging ride-hailing technology for express, premier, and luxe mobility services, online taxis, carpooling, and hitch rides providing reliable, round-the-clock, high-quality transaction services for both drivers and riders, enabling precise resource matching and efficient utilization of mobility resources. The cutting-edge technologies we employ in **supply-demand forecasting, transport capacity scheduling, driver-rider matching, user experience design, platform governance, and travel safety include machine learning, operational optimization, and big data.** These efforts drive responsible innovation and allow us to constantly improve our ride-hailing products and services as we collaborate with drivers and riders to reduce carbon emissions, build green mobility ecosystems, and advance intelligent transportation infrastructure.

Technology Empowering the Ride-Hailing Ecosystem
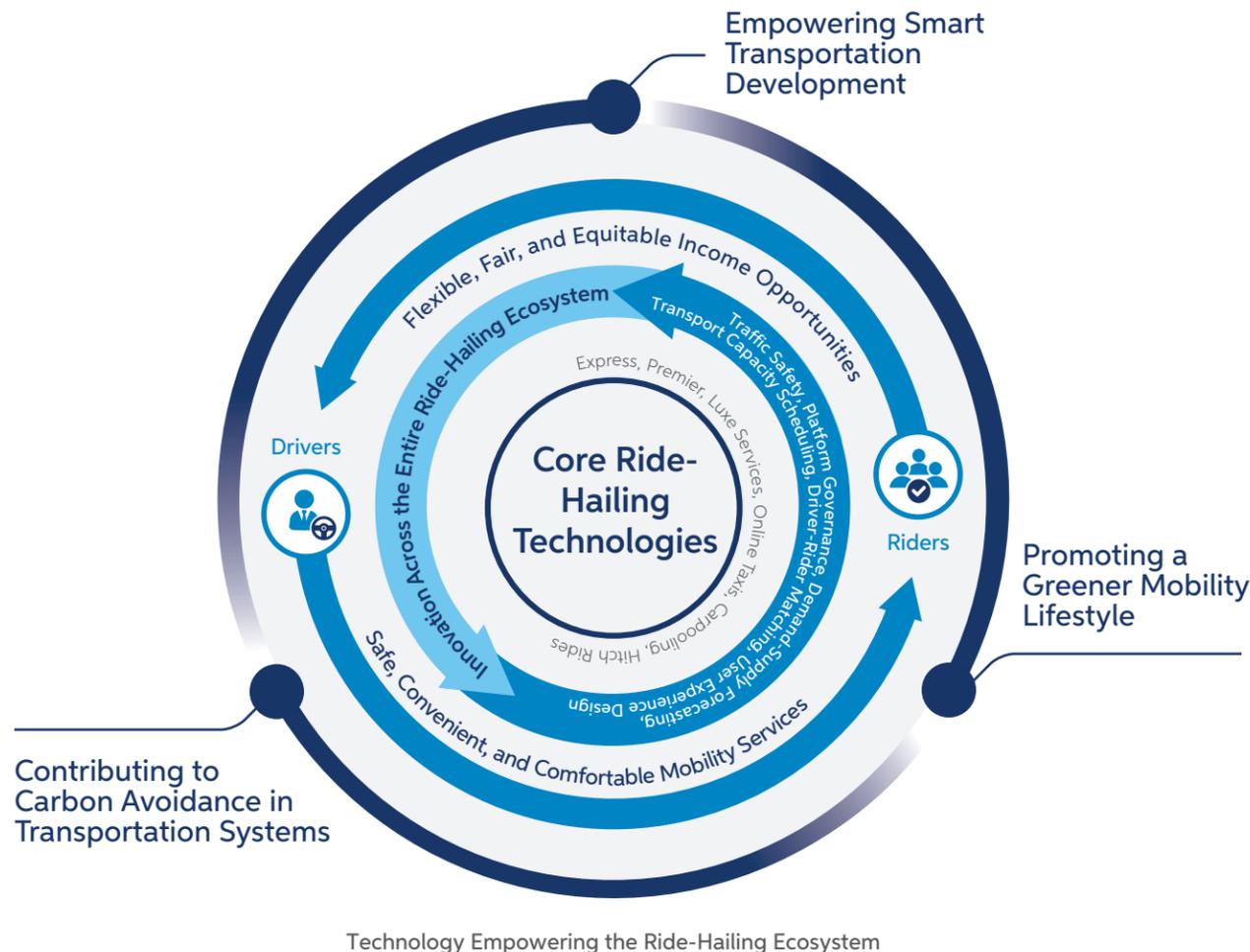
DiDi Takes Part in Pilot Projects to Promote Fair and Transparent Order Assignment in the Industry

As the first ride-hailing platform company, we participated in a research pilot of Fairness Verification Mechanism and Application Technology for Ride-Hailing Platform Dispatching Algorithms carried out jointly by Tsinghua University and the Big Data Industry R&D Center of RIOH High Science and Technology Group of the Research Institute of Highway Ministry of Transport.

We introduced a neutral third-party robotic supervisor to establish contactless trust and assess the fairness of order assignment as we sought to provide ride-hailing drivers with equal opportunity to earn on the platform. The initial validation results passed the fairness test. The pilot application of the research findings will further improve the transparency and interpretability of platform algorithms, bolster the protection of ride-hailing drivers' rights and interests, and foster a healthy and orderly market environment within the industry.
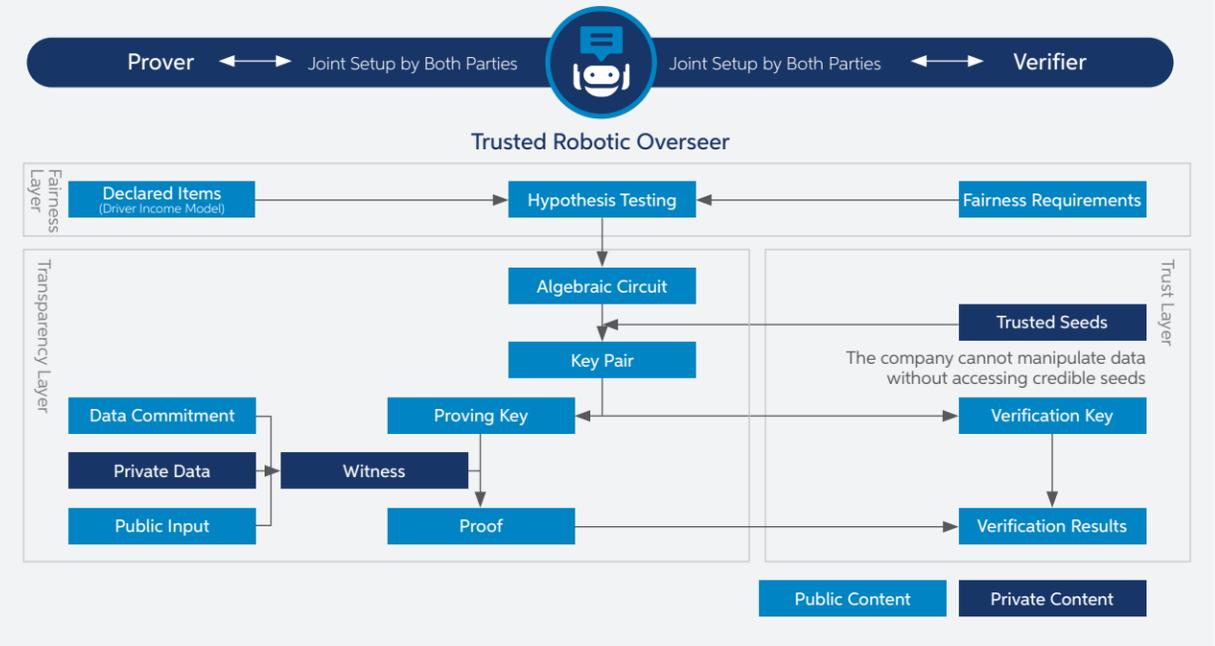
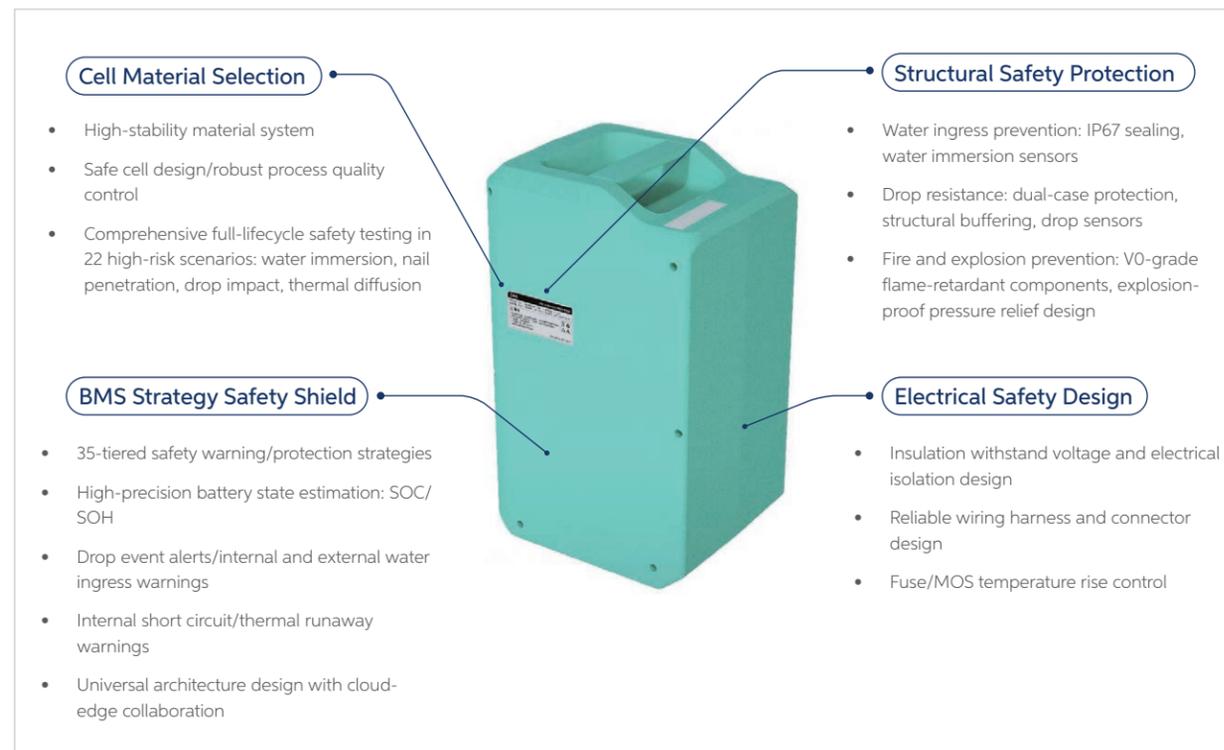## Two-wheeled Vehicle Sharing Technology

DiDi Bike continues to leverage technological advantages to enhance safety and efficiency in bike and e-bike sharing and better address mobility needs. In 2024, the Chinese Association for Artificial Intelligence conferred Second Prize on DiDi Bike at the Wu Wenjun AI Science and Technology Progress Award.

Intelligent Management

DiDi Bike leverages advanced technologies to optimize the operational efficiency of two-wheeled vehicle sharing. High-precision satellite positioning, a vehicle-end inertial navigation algorithm, RTK services, and precise geofences allow for rapid and accurate positioning and intelligent management of the bikes, ensuring operational efficiency. By integrating intelligent VCU and wheel hub lock technology, DiDi Bike ensures users park within the designated fence before returning and at a 90° angle to the curb, facilitating orderly parking and precise scheduling of two-wheeled vehicle sharing services.

Battery Safety

We ensure the safety of e-bike sharing by strictly controlling quality across all stages, from design, R&D, and testing to the manufacturing and operation of vehicles, batteries, and charging cabinets. In battery design, we focus on four key aspects: material selection, structural safety, electrical safety, and BMS (Battery Management System) safety strategies, designing extremely safe batteries for shared battery swaps and ensuring safety throughout the battery's life cycle.

Cell Material Selection

- High-stability material system
- Safe cell design/robust process quality control
- Comprehensive full-lifecycle safety testing in 22 high-risk scenarios: water immersion, nail penetration, drop impact, thermal diffusion

Structural Safety Protection

- Water ingress prevention: IP67 sealing, water immersion sensors
- Drop resistance: dual-case protection, structural buffering, drop sensors
- Fire and explosion prevention: V0-grade flame-retardant components, explosion-proof pressure relief design

BMS Strategy Safety Shield

- 35-tiered safety warning/protection strategies
- High-precision battery state estimation: SOC/SOH
- Drop event alerts/internal and external water ingress warnings
- Internal short circuit/thermal runaway warnings
- Universal architecture design with cloud-edge collaboration

Electrical Safety Design

- Insulation withstand voltage and electrical isolation design
- Reliable wiring harness and connector design
- Fuse/MOS temperature rise control

In terms of safety testing, DiDi Bike has built upon national standard safety tests to introduce new test requirements specifically designed to reflect the complexity of typical working conditions. It conducts full lifecycle safety tests across 49 high-risk scenarios at both the battery cell and pack levels. It has also established stricter enterprise testing standards for high-risk shared battery swaps, including battery drops and water immersion failures, to enhance the inherent safety of the batteries.

DiDi Bike employs an integrated approach to safety warnings that combines the battery management system (BMS), smart charging cabinets, and a cloud big data system to monitor battery safety status in real time. We leverage multi-dimensional data collected and monitored through the equipment interconnection layer to establish a battery health model within the cloud algorithm. This enables timely safety warnings and alarm strategies by the second, hour, and day, significantly enhancing our early detection and intervention capabilities for battery thermal runaway and thereby reducing the risk of fire.

In 2024, we successfully deployed over 50 battery health diagnostic and early warning models in the cloud, covering the entire lifecycle of shared battery swaps, with an early warning accuracy exceeding **95%**.

New Energy Management Technology

Orange Energy is continuously exploring energy digitalization, expanding its scope to include internet-based refueling, smart charging, virtual power plants, electricity trading, power auxiliary services, and enterprise solutions. This expansion has led to the gradual development of a connected, interactive intelligent energy network featuring online virtual power plants combined with offline petrol stations and charging stations.

By the end of 2024, Orange Energy's cumulative electricity sales have reached **2.7 billion** kWh. DiDi Refueling has served over **100 million** car owners. Orange Charging has extended its presence to more than **249** cities, achieving a cumulative charging volume in excess of **25.1 billion** kWh.

Orange Charging Awards and Honors

- Charging Safety Protection Technology was recognized as Most Promising Development at the 2024 China Haidian High-Value Patent Cultivation Competition
- Charging Pile Network 2024 Best Technical Contribution to China's Charging and Swapping Industry, 2024 Top Ten Solution for PV - Storage - Charging in China's Charging and Swapping Industry, and 2024 Top Ten Influential Brand in China's Charging and Swapping Industry
- International Energy Network 2024 Top Ten Brand in the Charging and Swapping Industry, 2024 Innovation Award for Charging and Swapping Operation Services, 2024 Technical Innovation Award for Charging and Swapping Equipment, and 2024 Outstanding Brand for Charging and Swapping Operations
- Received the 2024 Best Technical Contribution to China's Charging and Swapping Industry at the 10th China International Electric Vehicle Charging and Swapping Industry Conference

Power Demand Response

Orange Energy has integrated a range of technologies and capabilities that include charging networks, photovoltaic power generation, energy storage, and V2G. In promoting the adoption of new energy solutions, it leverages energy internet technology alongside the strengths of its offline charging networks to actively engage in large-scale power demand-side response. By optimizing and aggregating end-user power load resources, Orange Energy aids the power grid in peak shaving, thereby contributing to the development of a more advanced urban power system.

By the end of 2024, Orange Energy power demand response has reached

a cumulative transaction duration of **3,900** hours

a cumulative transaction power of **10 kWh**

Vehicle-to-grid

Orange Energy engages load-side power dispatching for charging piles and energy storage through vehicle-to-grid (V2G) systems, connecting to the open market via virtual power plants. In 2024, Orange Energy implemented a smart upgrade for the virtual power plant, improving the accuracy of load forecasting, the flexibility of power scheduling, and responsiveness to the power market. By the end of 2024, Orange Energy has signed contracts for over 500 energy storage projects, with more than 100 projects already operational.

1 Key Technology

V2G technical architecture, charging and swapping platform scenario

Virtual Microgrid Technology: Empowers smart IoT and multi-scenario networking for all electrical devices, ensuring the resilience and controllability of the microgrid.

Power Scheduling Technology: Improves the accuracy of supply and demand forecasting, the flexibility of power scheduling, and the accuracy of demand response to meet grid scheduling requirements.

Virtual Power Plant Technology: Supports demand response, orderly charging, and electricity trading, and connects to the power market, generating revenue for equitable distribution among participants.
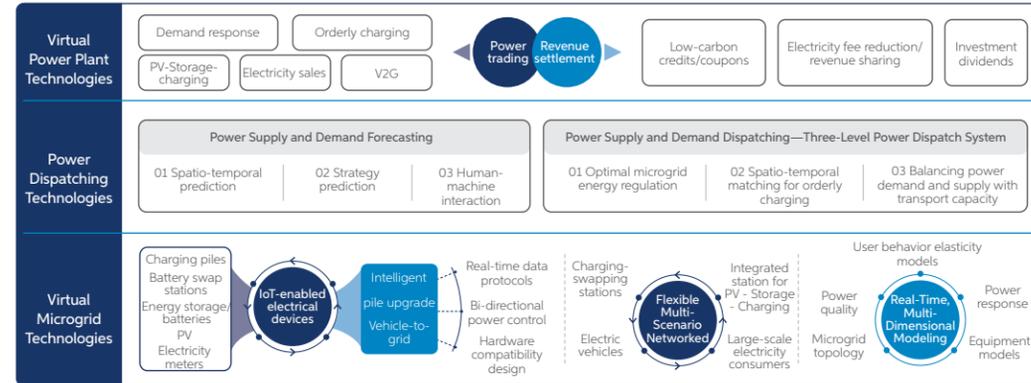
2 Key Technology

Real-time, perceptive, flexible, and controllable virtual microgrid technology

Seamless smart IoT integration and cloud, edge, and terminal collaboration providing essential support for intelligent, flexible, and real-time power supply and demand forecasting and scheduling.
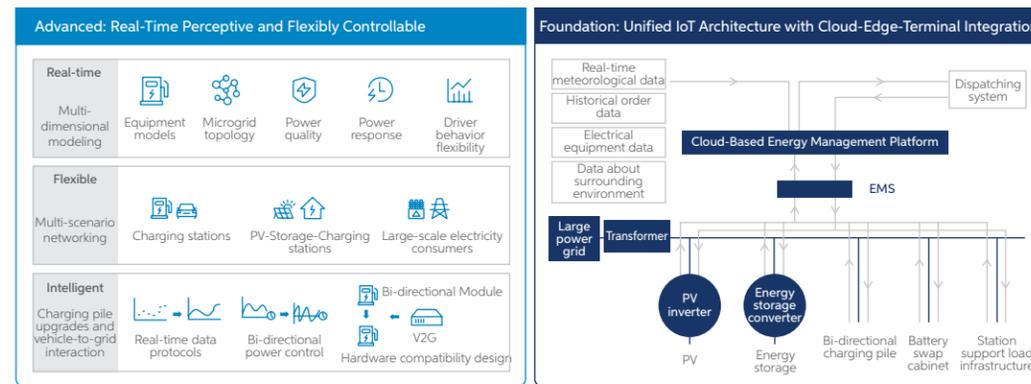
3 Key Technology

Intelligent scheduling technology based on load forecasting and capacity elasticity

A three-level power scheduling system leveraging the advantages of capacity scheduling is being developed alongside two-way transportation capacity and electricity regulation and balancing.
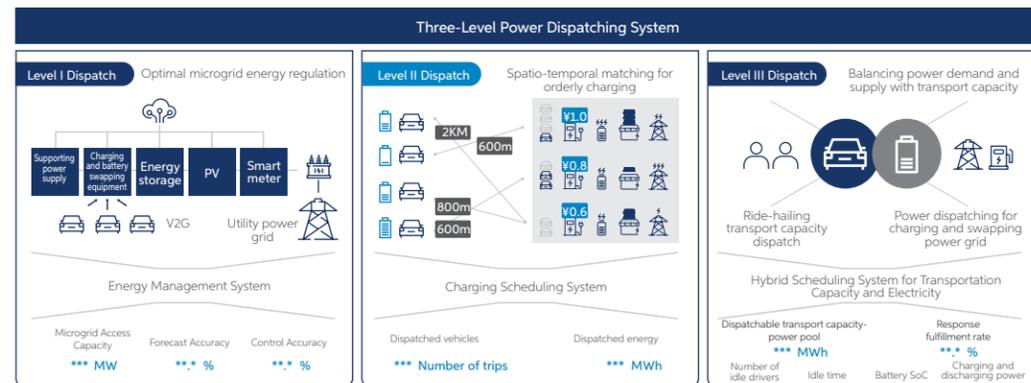
The Three Key Technologies of V2G

Orange Energy Became One of First Virtual Power Plant Load Aggregators in Shanghai and Shenzhen

As one of Shanghai's pioneering virtual power plant load aggregators, Orange Energy manages over 150 aggregated charging stations around the city. In 2024, Orange Energy participated in nearly 30 virtual power plant responses in Shanghai and was honored with the title 2024 Shanghai Virtual Power Plant Innovation Demonstration Unit.

Orange Energy is one of Shenzhen's first virtual power plant load aggregators, successfully integrating over 100 charging stations in the city. In 2024, it participated in nearly 30 virtual power plant responses in Shenzhen, establishing itself as a key force in regulating the city's virtual power plants.

New Energy Vehicle Battery Safety

Orange Energy's four-level battery protection technology Battery Guard significantly reduces the risk of spontaneous vehicle combustion. From 2021 to 2024, the number of thermal runaway incidents per ten million orders on the Orange Energy platform dropped by an impressive 89%.

Four-level Protection

High-Risk Vehicle Interception
High-risk vehicle models are precisely identified based on government reports, industry experience, and other relevant inputs.

Active Charging Protection
Based on real-time and historical charging data, the system continuously monitors battery anomalies during charging and proactively intervenes in the charging process.

Yellow Warning: Battery Abnormality
Based on analysis of massive historical charging data, the system provides battery health profiling. When anomalies are detected, it automatically identifies issues and prompts timely maintenance.

Red Warning: Thermal Runaway
Thermal runaway serves as a precursor to spontaneous combustion. Battery protection systems help minimize losses by continuously monitoring in real-time and triggering mitigation measures.

Battery Guard

Autonomous Driving Technology

DiDi Autonomous Driving has independently mastered core technologies, established comprehensive R&D modules, and developed full-industry-chain solutions for perception, prediction, planning, control, and simulation systems. It is committed to enhancing intelligent capabilities and aims to achieve L4 autonomous driving in increasingly complex environments.

We pioneered an innovative model for mixed dispatch, steadily deploying Robotaxi and establishing an automated intelligent operations hub, the Smart Orange Port, comprising user, business, safety, support, and operations and maintenance centers, all dedicated to ensuring the safe and efficient operation of autonomous vehicles. DiDi Autonomous Driving has successfully managed mixed dispatch in demonstration zones in Beijing, Guangzhou, and Shanghai.

We are currently working on a comprehensive safety and security system for intelligent shared transportation with secure remote access, comprehensive threat monitoring and analysis, hazard awareness, and defense measures, continually improving the safety and security of our autonomous driving services.

As of the end of 2024, autonomous vehicles have been achieving over **1,600** consecutive days of safe operations.

2.3 More Compassionate Technology Projects

Technology with Empathy and User first is the development philosophy that DiDi has always embraced. We prioritize driver well-being, safe mobility, services for the elderly, and barrier-free mobility, leveraging the power of technology to extend the convenience and warmth of our services to a broader audience.

Driver Well-being

In 2024, the one-stop Health Center management platform made its debut in the DiDi Car Owner app with features for health assessments, planning, training, reporting, and services. We have integrated precise detection and cross-verification with in-vehicle visuals, voice input, and vehicle behavior to develop an end-to-end Early Assistant that can detect and identify physiological anomalies and risks of sudden illness. Complemented by a One-Click Help button and 120 emergency call service, this closed-loop monitoring-warning-rescue system has reduced response times by 60%, ensuring the health and safety of our drivers.

We launched DiDi Health Exercises in collaboration with the General Administration of Sport of China, introduced a health check-in feature, and encouraged drivers to actively engage in physical activity, relieve fatigue, and improve overall health. More than 4 million person-times have completed to date check-ins cumulatively.

Health Center
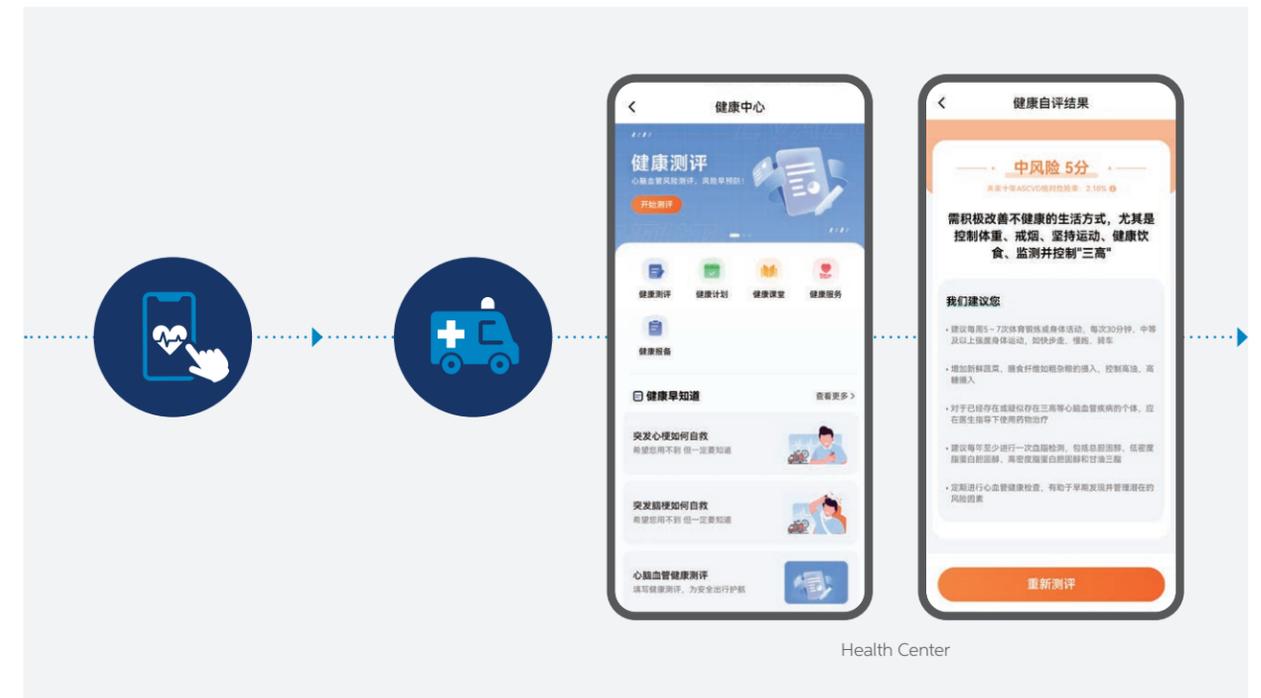
Safe Mobility

Our Family and Friends Guardian feature addresses the diverse mobility needs of seniors, teenagers over 13, and nighttime, long-distance riders. By integrating real-time GPS positioning and trajectory tracking technology with big data analysis and intelligent strategy engine capabilities, the Family and Friends Guardian provides users – upon authorization – with precise prompts for boarding and disembarking, automatic itinerary sharing, fare payment, and real-time alerts whenever irregularities are detected, enhancing safety by keeping guardians informed of users' whereabouts.

Family and Friends Guardian

Youth Safety Hotline

We have enhanced and optimized the Women's Safety Center by leveraging technologies such as trip trajectory protection, safety hotlines, and safety tools to improve the mobility experience for women, particularly in low-safety-perception scenarios like late-night or solo travel, ensuring continuous protection.

Women's Safety Center

Care for the elderly

Our WeChat mini program DiDi Senior Edition has been designed specifically with seniors in mind, incorporating large fonts, one-click ride-hailing, phone-based booking, cash payments, and priority assignment for medical needs. To enhance support, we have introduced the 400-688-1700 ride-hailing hotline for seniors nationwide, added Care for the Elderly feature within the app, and integrated with the local taxi-hailing hotline at 95128. Additionally, we have installed smart mobility signboards offline alongside specialized ride-hailing stop signs for the elderly, and the core processes—from user registration and verification to ride-hailing— have been tailored to better meet the needs of elderly users.

By the end of 2024, DiDi Care for the Elderly has taken 6.92 million senior citizens on 225 million rides in 355 cities with a total service mileage exceeding 1.6 billion kilometers. The initiative, DiDi Care for the Elderly Eases Transportation for Seniors was recognized as an Outstanding 2024 Case of New Digital Services.

DiDi Elderly Edition Mini Program

Smart Mobility Sign

DiDi Helps Hangzhou Launch First Elderly Mobility Pilot Project

DiDi teamed up with Hangzhou's Jiangcun Subdistrict to create Code Calling smart ride-hailing service points within the area where senior citizens can simply scan a QR code to automatically see the station address and tap the Call button to seamlessly connect with a nearby ride-hailing service for the ultimate one-click ride experience. As a result, more elderly people can now benefit from the ease of smart transportation.

DiDi Caring Station

Barrier-free Mobility Services

We are dedicated to enhancing 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, enabling visually impaired users to navigate the APP seamlessly. For service accessibility, we have introduced features such as Accessible Service for Guide Dog Users and Barrier-free Mobility Services for Visually Impaired Users. These enhancements help visually impaired users find rides with ease and complete their journeys without facing ride refusal. What's more, users certified as visually impaired are given priority when hailing a ride, with drivers receiving specific barrier-free service notifications during the order process.

By the end of 2024, our Barrier-free Mobility Services for Visually Impaired Users have been implemented nationwide, with over **3.1 million** drivers certified to provide accessibility services.

ENVIRONMENTALLY FRIENDLY

Amid the global shift toward accelerated low-carbon transformation, green development, once optional, has become compulsory and a key indicator for measuring corporate development. For the mobility industry, this represents a value choice, environmental responsibility, and crucial factor that will influence the future competitive landscape.

The UN Sustainable Development Goals (SDGs) for this Section

7 AFFORDABLE AND CLEAN ENERGY   11 SUSTAINABLE CITIES AND COMMUNITIES   12 RESPONSIBLE CONSUMPTION AND PRODUCTION   13 CLIMATE ACTION   15 LIFE ON LAND

DiDi is committed to green development and continues to advance the seamless integration of low-carbon strategies, operational systems, and technological innovation. By leveraging electrification, shared mobility, and intelligence and collaborating closely with upstream and downstream partners across the industrial chain, DiDi has shown its dedication to building a complete green mobility ecosystem that supports low-carbon and efficient urban transportation.

2024 Performance Highlights

Accelerating the Electrification Transformation

- Over **6 million** NEVs have been registered on the platform, around **5.1 million** of which were completely electric

- Approximately **68%** of ride-hailing mileage completed by EVs

- The Automotive Asset Management Center has achieved full replacement with NEVs in **15** cities, an increase of 3 cities compared to 2023, with plans to achieve **100%** replacement in **35** cities by the end of 2026

- The Sustainable Mobility Alliance, led by DiDi's wholly-owned Brazilian subsidiary, 99, expanded membership to 19, with approximately **9,500** EVs registered on the 99 platform

Promoting Urban Carbon Avoidance and Resource Recycling

- Users of the DiDi Enterprise app traveled roughly **1.42 billion** kilometers on **110 million** trips in EVs

- Green mobility helped cities avoid GHG emissions by approximately **7.942 million** tons of carbon dioxide equivalent, an increase of about **49%** compared to 2023

- Orange Charging has served over **23 million** users, helping them achieve a carbon emission avoidance of approximately **12 million** tons

- The renewable utilization rate of vehicle plastic parts in DiDi Bike's new models has reached over **90%**

Encouraging Public Participation in Ecological Protection

- DiDi Carbon Credits were released in **298** cities nationwide

- Approximately **1.59 million** person-times have participated in the protection of giant panda Ba Zai through DiDi Carbon Credits

Committing to Green and Low-carbon Operations

- ISO 14001: 2015 **Environmental Management Systems Certified**

- **Six** data centers in China were powered by certain proportion of green electricity, with **one** operating on **100%** green electricity

- DiDi workplace shuttle buses went fully electric, travelling a total of **475,200** kilometers

- Employees' free DiDi Bike mileage was **399,000** kilometers, avoiding approximately **33** tons of carbon dioxide equivalent

3.1 Facilitating Green Mobility

DiDi is a digital mobility company leveraging technology and platform advantages to promote the electrification of online ride-hailing in China and abroad, commit to participating in non-motorized transportation system, and optimize shared travel solutions like carpooling to achieve greater efficiency and avoid carbon emissions. In 2024, DiDi's green mobility initiatives helped avoided carbon emissions by roughly 7.942 million tons, an increase of about 49% compared to 2023.

Supporting the Electrification Transformation in China and Abroad

The Chinese Automotive Electrification Transformation

Over 6 million NEVs have been registered on our platform by the end of 2024, around 5.1 million of which were completely electric, with one out of every five EVs in China registered on DiDi platform.

According to data for December 2024, EVs accounted for approximately **68%** of ride-hailing service miles. It is estimated that the electrification of ride-hailing services enabled DiDi to avoid GHG emissions for that year by approximately **4.823 million** tons of carbon dioxide equivalent.

The International Automotive Electrification Transformation

In 2022, DiDi's wholly-owned subsidiary in Brazil, 99, took the lead in establishing the Sustainable Mobility Alliance to advance the implementation of electric mobility in Brazil. The alliance has now expanded to 19 members and partnered with major local charging operators to promote the construction of 10,000 new public charging stations across the country, improving the convenience of EV charging and advancing the development of local electrification. By the end of 2024, approximately 9,500 EVs and 2,080 electric motorcycles have been registered on the 99 platform, demonstrating the company's commitment to green mobility services, urban mobility in Brazil, and the reduction of urban carbon emissions.

In September 2024, we made plans to collaborate with partners in Mexico, including automakers, charging station providers, and financial and insurance institutions, to achieve the goal of introducing 100,000 EVs in Mexico by 2030. The cooperation will avoid GHG emissions over 500,000 tons of carbon dioxide equivalent by 2030. By the end of 2024, we have had approximately 1,000 EVs in Mexico, with riders having traveled over 38 million kilometers using NEVs registered on our platform.

EVs in Brazil

EVs in Mexico

Contributing to a Non-Motorized Transportation System

DiDi Bike continues to optimize its non-motorized transportation services. In 2022, it launched Winter Warm Ride and Summer Cool Cover initiatives. In the winter of 2024, Warm Ride handle covers received an upgrade in the form of shields to keep users warmer during rides. In summer, the cooling area was expanded and waterproofed for greater comfort as the thermometer crept upwards. DiDi Bike also added phone holders for more convenient navigation and storage during rides.

In 2024, DiDi's shared bike and e-bike services provided approximately **7.49 billion** kilometers of public mobility, achieving an avoidance of about **699,000** tons of carbon dioxide equivalent.

Winter Warm Ride Hand Cover

Summer Cool Cushion for Bike & E-bike

Optimizing Carpooling for Greater Utilization Efficiency

We have continued to expand shared mobility services over the years, launching carpooling and ride-sharing in 2015 to provide users with a greater variety of options. In 2023, we teamed up with intercity bus operators of all sizes to provide convenient new intercity shared mobility options with the DiDi Station Bus. By the end of 2024, we have expanded shared mobility by adding a partnership with municipal bus companies to introduce online ride-hailing bus services. Also in 2024, DiDi enhanced the carpooling service system and optimized matching strategies to improve the experience for riders with similar routes. The year's carpooling mileage reached 3.73 billion kilometers, GHG emissions avoided approximately 227,000 tons of carbon dioxide equivalent. On December 3, 2024, we continued to encourage green and low-carbon mobility among the public by organizing Nation-wide Carpooling Day for the sixth consecutive year.

Carpooling Day 2024

Report Profile | Message from the Chairman | About DiDi | A Sustainability Action Plan | 2024 Performance Highlights | Governance Foundations | **1** SAFETY & SECURITY

2 TECHNOLOGY-DRIVEN DEVELOPMENT | **3** ENVIRONMENTALLY FRIENDLY | **4** AVAILABLE FOR ALL | **5** DIVERSITY & INCLUSION | **6** YEARN FOR A BETTER JOURNEY | APPENDIX

More Efficient Green Power

By the end of 2024, Orange Charging has served over 23 million users, helping them achieve a carbon emission avoidance of approximately 12 million tons.

Orange Charging Green Certificate Promotion

On November 29, 2024, Orange Charging partnered with China National Nuclear Corporation (CNNC) Rich Energy to launch the Charging Green Electricity to Become a Green Pioneer promotional event in 17 cities, including Beijing, Chengdu, and Shanghai. New energy vehicle owners used the DiDi app and Orange Charging mini-program to charge at Green Premium Stations, earning green certificates with the opportunity to receive a green pioneer badge.

Charging Green Electricity to Become a Green Pioneer Promotional Event

Orange Charging's Low-carbon Home encourages users to stagger their charging times and cultivate a low-carbon mindset.

Low-carbon Home

Users can access the Low-carbon Home through the homepage or a fixed entry point on the personal center page on the Orange Charging app. The platform encourages users to charge their vehicles at designated stations during specified time slots to promote off-peak electricity usage and help balance power supply and demand. Users participating in these actions earn Low-Carbon Coins, which can be used to offset charging service fees.
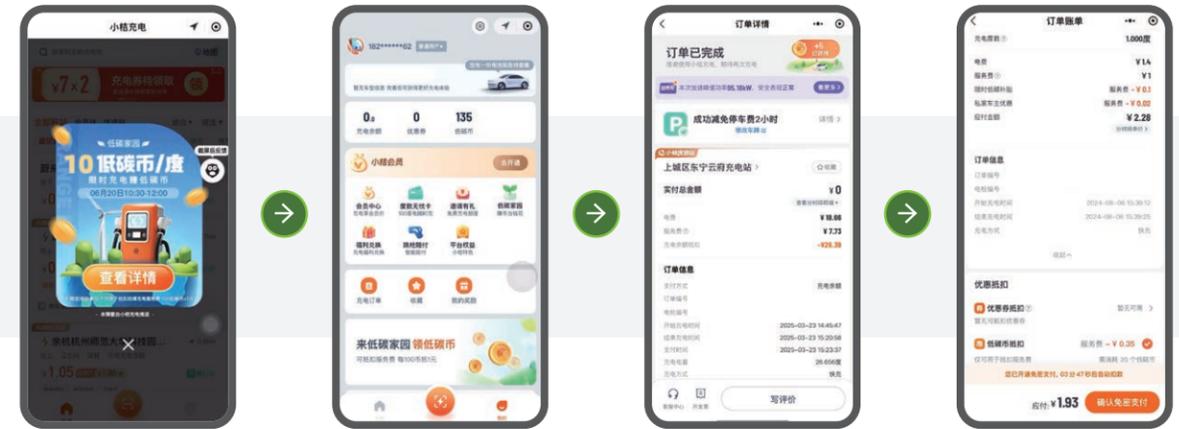
Low-carbon Home

Driving the Digital, Intelligent Upgrade of Transportation

We focus on supply-demand forecasting and accurate positioning, continuously enhancing technological innovation and application to improve trip accuracy and greater intelligence levels. This reduces vehicle idling and fragmented trips, further lowering carbon emissions. In 2024, the DiDi Urban Smart Transportation Integration Plan was singled out as a Typical Case at the 2024 Third China Future Transport Industry Development Summit.

Supply and demand forecasting

Improve the accuracy of short-term travel demand forecasting and efficiency of order matching by establishing a neural network model with machine learning

Accurate positioning

Use deep learning to develop accurate positioning services and increase the efficiency of drivers picking up their riders

3.2 Developing Green Ecology

DiDi digital carbon inclusion products engage more groups in carbon avoidance, with business travel services to help enterprise users access low-carbon offerings for travel. While improving our green mobility services, we tap into circular economy, recycling resources and collaborating with partners for sustainable development.

Guiding the Public Toward Green Mobility

Evergreen Carbon Management Platform

The Evergreen carbon management platform can track and calculate five core indicators in real-time within its travel ecosystem: carbon emissions, intensity, avoidance, electrification ratio, and green mileage ratio, effectively supporting research analysis, information disclosure, and management decision-making.

Carbon Inclusion

The Evergreen platform has allowed us to launch the DiDi Carbon Credits inclusion product, designed to continuously encourage users to adopt low-carbon mobility. The carbon emissions avoided through users' low-carbon mobility efforts are converted into public welfare donations for biodiversity conservation.

By the end of 2024, DiDi Carbon Credits have come to **298** cities nationwide.

DiDi Encourages Low-carbon Mobility for Protection of Giant Panda Ba Zai

On World Earth Day, April 22, 2024, DiDi Public Welfare partnered with the China Environmental Protection Foundation to officially launch a research project on giant panda conservation and breeding. This project supports lifelong care for the giant panda Ba Zai in the Qinling Giant Panda Research Center (Shaanxi Rare Wildlife Rescue and Breeding Research Center) with a focus on daily food, living conditions, and healthcare. Users can do their part for Ba Zai online with DiDi Carbon Credits, earn a Ba Zai Protection Certificate, and enter a panda blind box lottery.

Around **1.59 million** person-times have participated in the public welfare project to protect Ba Zai as of the end of 2024.

## Supporting Low-carbon Travel Services

Low-carbon Vehicles

Since 2022, DiDi Enterprise has used Evergreen's carbon data management function to provide users with carbon emission and avoidance data for ride-hailing in enterprise travel reports, helping enterprise users calculate carbon emissions from staff business travel and commuting. In 2024, DiDi Enterprise introduced a function that allows users to view and export carbon avoidance data from the backend vehicle booking system for their orders.

In 2024, users of DiDi Enterprise completed approximately **110 million** trips by EV, traveling some **1.42 billion** kilometers and avoiding approximately **14,000** tons of carbon emissions.

Low-carbon Flights

DiDi Enterprise's Flight Carbon Data product gives enterprise users a better understanding of the carbon emissions generated by each flight and market references before they go, with flight invoices renewing data on carbon emissions and avoidance after the trip.

DiDi Enterprise's Flight Carbon Data Product
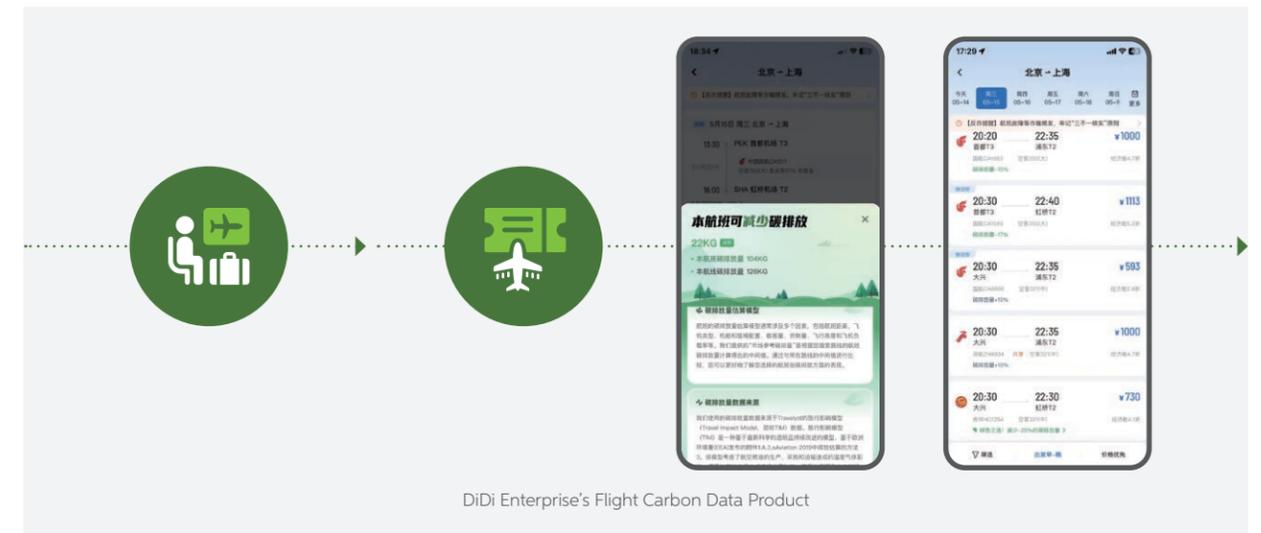
Supporting Resource Recycling

DiDi Bike employs innovative technologies and management practices to collaborate with everyone in the industrial chain and continuously explore sustainable development pathways that prioritize low carbon emissions, minimal resource consumption, and high-efficiency utilization. With a full lifecycle management system including the industrial chain, the renewable utilization rate of vehicle plastic parts in DiDi Bike's new models has reached over 90%.

3.3 Promoting Green Operations

DiDi integrates green development principles into daily operations, enhancing environmental management systems, deploying high-efficiency computing systems, promoting low-carbon commuting, and creating a new model of green office operations.

> In 2024, we obtained Environmental Management System certification in compliance with GB/T 24001-2016 and ISO 14001:2015 standards.

Environmental Management System Certification Certificate

Green Computing

We continue to promote supplier data center upgrading and transformation, utilizing digital energy-saving technologies to optimize systems and conserve resources, improve energy efficiency. We also procure green electricity and promote the development of distributed PV power generation systems to further avoid carbon emissions.

In 2024, six data centers in China strengthened carbon avoidance efforts with green electricity, most notably Data Center A, **100%** of whose electricity, **15 million** kWh for the year, was green.

Key Technology Improvements and Outcomes

Renewable Energy Utilization	• Independently built distributed PV power generation system and the purchase of green electricity
Resource Conservation	• Adjustments to the frequency and number of cooling tower fans, natural sources for cold storage, heat recovery, and utilization of waste heat • Reclaimed water equipment installed to recycle and reuse water resources and air conditioning cooling water used to reduce consumption in cooling towers
System Optimization	• Variable frequency technology and AI optimizes the group control of end-of-life water-cooled precision air conditioning to improve the efficiency of the refrigeration system, outdated UPS equipment is replaced and the power supply system power factor optimized

Usage of Green Energy in Data Centers

Data Centers Involved	A Data Center	B Data Center	C Data Center	D Data Center	E Data Center	F Data Center
Share of Clean Energy	100%	86%	65%	48%	45%	20%
Acquisition Form	Direct purchase from power generation enterprises	Market-based purchase	Direct supply from power grid	Market-based purchase	Market-based purchase	Market-based purchase

Green Office

We employ energy-saving technologies like natural ventilation and daylighting to build highly energy-efficient buildings with intelligent facility systems, managing resources more smartly in a green office environment with conservation measures (water, electricity, and paper saving) and circular economy practices (resource recycling, waste sorting and comprehensive treatment).

Water Conservation
• Sensor-operated water-saving faucets and smarter management of water equipment.
• Water-saving signs at water dispensers, washbasins, and other locations to raise employee awareness of water conservation.
• A World Water Day, China Water Week awareness month campaign was to enhance employee awareness of water conservation, attracting 617 participants in 2024.

Electricity Conservation
• Pilot installation of mobile sensors to automatically turn off the lights when no one is detected.
• Strictly regulated air conditioning temperatures, a minimum of 26℃ for summer cooling and a maximum of 16℃ for winter heating.
• Energy-saving signs on air conditioning control panels and workplace areas and energy-saving reminders at a fixed time.
• Employees encouraged to use stairs more often and elevator less.

A World Water Day, China Water Week Wareness Month Campaign

Energy-saving signs on Air Conditioning and Lighting

Paper Conservation
• Paper-saving posters in printing areas.
• Employees encouraged to bring their own reusable water bottles to minimize the use of disposable cups.
• The use of online electronic documents encouraged, with over 16.32 million instances of online electronic documents used in 2024.
• Electronic reimbursements for enterprise users, 211.27 million electronic invoices issued in 2024, 99.9% of all invoices.

Recycling
• Extended lifespans for electronic devices and reuse encouraged. Employees can apply for buyback of laptops and other electronic devices when these devices reach the end of their designated service life. Employees encouraged to reuse computer accessories like mice and adapters. In 2024, nearly 400 old accessories were reused and over 5,400 electronic devices recycled.
• The use of second-hand furniture was encouraged. In 2024, 3,107 pieces of second-hand furniture were used in new workplaces, avoiding approximately 257 tons of carbon dioxide equivalent.

Waste Classification and Disposal
• Classified trash cans with waste sorting.
• Discarded electronic products recycled and processed by qualified suppliers.

Trade-in Activity

Green Commuting

We use 100% electric-powered shuttle buses for employee commuting and optimize schedules to minimize carbon emissions during commutes. In 2024, our workplace shuttle buses traveled approximately 475,200 kilometers.

We also encourage employees to embrace green commuting. In 2024, employees took **189,000** free DiDi Bike rides, traveling **399,000** kilometers in total and avoiding approximately **33** tons of carbon dioxide equivalent.

100% Electric-Powered Workplace Shuttle

Green Activities

We purchase FSC-certified necessities to ensure sustainable resources are used, use meal reception/transfer assistants to reduce waste, and recycle kitchen waste to improve utilization.

DiDi Farm Uses Food Waste and Coffee Grounds for Ecological Composting

In July 2024, we sorted and collected kitchen waste and used coffee grounds to be composted for DiDi Farm's vegetable garden, with employees and their families harvesting the vegetables and learning about ecological planting, recycling, and sustainability.

DiDi Farm Ecological Composting Project

3.4 Deepening Green Research

DiDi's green mobility research has produced reports such as the *DiDi Platform Green Mobility White Paper*, *Digital Mobility Supports Carbon Neutrality*, *Digital Mobility Supports Zero-Carbon Transportation*, and *Energy Digitalization Supports Carbon Neutrality: Insights into the Charging Industry*. In 2024, our promotion of green mobility expanded our research scope to include physical risk management, the development of resilient mobility, release the *2024 DiDi Climate Action Report*.

Green Mobility Research Reports

DiDi Supported 2nd Digital Ecology and Governance Forum and Release Conference for the Digital Ecology Index 2024

In September 2024, the 2nd Digital Ecology and Governance Forum and the Release Conference for the Digital Ecology Index 2024, sponsored by the National Engineering Laboratory for Big Data Analysis and Applications, Peking University, and co-organized by DiDi, was held in Wuhan. The *DiDi Digital Mobility Green Index Report* was released during the event as a complement to the 2024 Digital Ecology Index. DiDi is committed to continuous innovation and practical actions that promote low-carbon and green mobility, avoid emissions, and drive urban green transformation.

2nd Digital Ecology and Governance Forum and the Release Conference for the Digital Ecology Index 2024

AVAILABLE FOR ALL

In this new era of sustainable development, where business serves the greater good, an inclusive mobility ecosystem lays the foundation for corporate social responsibility and plays a crucial role in the creation of future opportunities for growth.

The UN Sustainable Development Goals (SDGs) for this Section

1 NO POVERTY | 4 QUALITY EDUCATION | 8 DECENT WORK AND ECONOMIC GROWTH | 10 REDUCED INEQUALITIES | 17 PARTNERSHIPS FOR THE GOALS

DiDi Driver's Day

DiDi is a social enterprise and serves the community by connecting tens of millions of drivers with hundreds of millions of riders and empowering hundreds of thousands of partners. We harness technological innovation, models that are constantly being refined, and an ecosystem for collaboration to create responsible products and services, joining hands with users, industry, and every part of society to achieve a fairer, more sustainable future.

2024 Performance Highlights

We Serve Users with Dedication

- A total of **5,201** employees spent an average of **100** minutes each participating in the User Listening Program
- Customer service resolved **97%** of inquiries or complaints within 48 hours
- User satisfaction with Experience & Service Excellence (ESE) incoming calls remained above **80%**
- Quality Management System Standard **ISO 9001:2015** Certified

We Provide Drivers with the Support they Need

- **32 million** drivers were active on the platform this year worldwide
- Fully delivered on **Ten Driver Commitments** for 2023
- We organized **218** sessions of in-depth talks with drivers in China, with **1,866** driver representatives participating
- Over **26,000** offline training sessions were organized for a total of **1.69 million** person-times
- The DiDi Seeds Program has cumulatively awarded DiDi Seed College Entrance Examination Scholarships to nearly **1,400** children of drivers

We Build a Collaborative Ecosystem for Business Partners

- An additional **2,526** partners joined the online ride-hailing ecosystem
- DiDi enterprise solutions have benefited over **550,000** enterprises and more than **45 million** corporate staff
- DiDi Station Bus collaborated with **84** local passenger transport companies of varying sizes, with the number of cooperative routes exceeding **1,200** throughout the year
- DiDi Freight has joined forces with over **300** partners to provide delivery services in more than **200** cities across China
- Orange Energy has established connections with over **14,000** petrol stations and partnered with more than **7,300** small and medium-sized charging station operators

We Champion Collaborative Development for Suppliers

- **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
- There have been **NO incidents** of illegal employment by suppliers, including forced labor, child labor, or gender and racial discrimination

We Ensure the Safety of Users Overseas

- Our international business provided services outside China to approximately **80 million** active users, operating a network of about **6 million** drivers and couriers
- A total of **24** safety features have been launched on our overseas platforms including trip sharing, emergency contacts, and one-click emergency alerts

We Continuously Fill the Community with Positive Energy

- Over **3,000** DiDi Stations have now been established in more than **200** cities nationwide
- The DiDi Public Welfare Rescue Team has now provided **38,000** hours of volunteer service
- We have used training sessions and camps to help a total of **15,000** visually impaired individuals regain their footing in the community
- The Positive Energy on the Road public welfare program has recognized ride-hailing service providers more than **1,900** person-times for their positive contributions

👍 4.1 Improving Quality and Creating Value

Creating Customer Value has long been a foundational principle for DiDi. We remain committed to enhancing the overall user experience by refining platform governance, strengthening safety mechanisms, and diversifying service access channels across our operations.

Rules and Specifications

We adhere to all relevant laws and regulations and are continuously refining our own rules to better safeguard user rights. In 2024, we updated *the General Rules of DiDi Ride-Hailing User*, optimizing user rights and responsibilities.

Streamlining Management Processes

We regularly review ride-hailing rules in meetings with committee members from our core business, legal, and public communication departments responsible for evaluation and decision-making. For complex, contentious rules involving more than one party, we introduce a public review mechanism and invite drivers, riders, and members of the community to participate in broad evaluations as part of an open and transparent process.

In 2024, **55** rule proposals were officially approved, released, and put into effect following thorough deliberation.

Enhancing Rule Safeguards

We have revised rules for drivers and riders to include safety scores and responsible driving obligations, while optimizing rules for user experience, including protection for vulnerable groups, cancellation responsibility policies, pet mobility safety, and odor management in vehicles. We have also attempted to standardize service scores and reputation metrics in support of wider standardization across the ride-hailing industry.

User Experience

We manage the user experience with the help of the User Value Development Center (UDC), which exists to uncover user value and market demand, drive experience objectives, promote an experience-driven culture, and support the efficient realization of our experience management goals.

Listening to Our Users

Our User Listening Program has been created to help employees better understand user needs and improve the quality of service.

In 2024, a total of **5,201** employees spent an average of 100 minutes each participating in the program.

Providing Incentives to Improve Experiences

Since the launch of the DiDi Experience Flower project in 2015, we have consistently identified benchmarks for user experience, motivating departments to focus on user value.

DiDi Experience Flower Continuous Growth Award – Carpooling Experience Enhancement Project

DiDi launched the Highly Compatible Route project to tackle the challenge of misalignment in carpooling routes. By integrating average inbound calls per order, user research, and data insights, the project was able to refine carpooling strategies, enhancing the actual route-alignment experience and providing a visual representation of route matches. We also introduced six optimization measures to deal with the issue of carpooling friends arriving late. These included a pushing carpool friends feature, progress reminder pop-ups, and lateness reminders, which proved effective.

Highly Compatible Route Project

Improving the Mobility Experience

In 2024, DiDi's Public Review Committee polled users, asking what features they would like to see from DiDi. 75,847 participants responded with feedback ranging from a female driver option for female passengers, blacklisting vehicles that smell bad to pet express services, DiDi chartered cars, and six-seater express rides, which have gradually been piloted in various cities.

DiDi's Public Review Committee Results of the Vote on What Features Would You Like DiDi to Offer[3]

Feature	%	Votes	Feature	%	Votes
Female driver option for female passengers	24.2%	48,450 votes	No confirmation calls or chatting during the ride	7.1%	14,134 votes
Blacklist vehicles that Smell Bad	17.8%	35,661 votes	six-seater express rides services	7.0%	13,969 votes
Pet express services	10.8%	21,659 votes	Chartered car service by hour	6.3%	12,543 votes
Cost sharing with friends	10.4%	20,795 votes	Blacklist carpool partners	4.3%	8,513 votes
Set cabin temperature/Provide temperature feedback	9.1%	18,248 votes	No calls for seatbelt wearing	3.0%	5,983 votes

-Features passengers hope the DiDi platform will provide-
Vote on "What Features Would You Like DiDi to Offer?" by the 17th session of DiDi's Public Review Committee

[3] From June 26 to July 2, 2024, the 17th session of DiDi's Public Review Committee initiated a vote on the question: "What Features Would You Like DiDi to Offer? " 75,847 people cast a total of 199,955 votes (more than one answer was allowed).

Blacklist for Vehicles that Smell Bad

Users who have a bad experience can use the feature to Blacklist Vehicles that Smell Bad in the DiDi app trip details to avoid riding in the same vehicle again for a period of 12 months. In December 2024, DiDi also launched a dedicated campaign to address the issue of odors in vehicles:

- DiDi's Fresh Car City Challenge in 52 cities, including Beijing and Shanghai, offered rewards in the form of service scores and cash prizes of up to ten-thousand-yuan. Car wash vouchers were also distributed in 18 cities, including Beijing and Nanjing, to help drivers who performed badly clean and disinfect their vehicles, and deodorization equipment and fragrance cards were piloted in cities like Shanghai and Beijing, significantly improving the quality of air in the cars.

- Drivers who receive feedback from riders about the smell of their car receive a notification from DiDi, and an assessment of the interior is initiated. If the problem persists, additional education and management measures may be introduced to raise the driver's awareness of the importance of the air quality in their vehicles.

Pet-friendly Service

In November 2024, DiDi officially launched a pet mobility service nationwide with a new pet-friendly car model. Users select the models and services for themselves and their pets. A concurrent pilot project, the Pet Safe Delivery service in Chengdu, employs pet-friendly certified drivers to pick up and deliver unaccompanied pets. As of the end of 2024, the service has partnered with 1,200 merchants, with 9,575 drivers successfully completing pet-friendly certification.
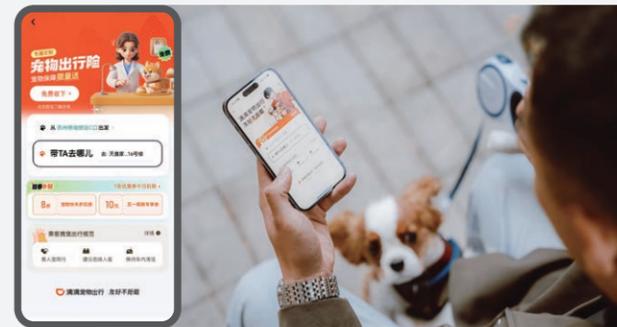
Pet Mobility

Unaccompanied Pet Delivery

Service Quality

Upgrading Service Guarantees

In 2024, we upgraded our service guarantee system to better protect user rights with the help of two key initiatives – the Journey Guard and the Fare Guard.

Journey Guard

- **Improved intelligent pick-up location reminder:** We have incorporated tools like DiDi stations, real pictures of the pick-up location, articles and images, and AR navigation routes to improve communication between drivers and riders and ensure they find each other more easily.
- **Optimized pick-up refusal guarantee:** We use intelligent models to detect misconduct before drivers cancel, verifying and assigning responsibility for each order, with penalties for violations. Riders can also benefit from a service for priority assignment without queuing.

Fare Guard

- The intelligent Fare Guard categorizes issues by severity, identifying abnormal charges and providing compensation, with our customer service team verifying requests for refunds. If the resolution process exceeds the designated time limit, the platform provides advance compensation.

Journey Guard and Fare Guard

Enhancing Service Quality

In 2024, DiDi's customer service hotline provided over 3.34 million hours of manual support, successfully resolving 97% of incoming inquiries and complaints within 48 hours and recovering over 1.26 million lost items for users. User satisfaction with Experience & Service Excellence (ESE) incoming calls for the year remained above 80%. The ESE also launched an artificial intelligence collaboration project for ride-hailers, drivers, and the taxi business. The project aimed to integrate humans with AI and leverage intelligent capabilities, resulting in a 36% increase in the intelligent resolution rate for certain rider-related scenarios.

ESE Quality Management System Certification

4.2 Caring for Drivers

In 2024, 32 million drivers were active on the platform worldwide, including approximately 26 million in China. We continued to safeguard driver rights by reducing costs, stabilizing income, fostering harmony between drivers and riders, and strengthening well-being.

DiDi Driver's Day

Ten Commitments

Commitment 1	Driver bill will be transparent and publicly available and commission rates clearly listed for each order so drivers' rights are protected.	Commitment 6	We will upgrade our safe warning systems to promptly identify and address risks and provide enhanced emergency tools and measures to safeguard drivers safer.
Commitment 2	We will invest in income protections such as fare advances, empty-run compensation, and holiday service fees, with additional tailored driver fee protections.	Commitment 7	We will streamline feedback channels by continuously holding in-depth talks with drivers and leveraging multiple online platforms, and regularly publish updates on improvements.
Commitment 3	Dispatch rules will be standardized and transparent, with ongoing improvements to technical capabilities, orders dispatched to drivers within 3 kilometers to minimize empty runs, and order-taking improved.	Commitment 8	We will offer multifaceted rewards and income guarantees for new drivers, training services, and dedicated customer support hotlines.
Commitment 4	The platform will strictly prohibit any internal software/assistance/account for order-taking and actively collaborate with law enforcement to investigate and combat fraudulent, black market activity.	Commitment 9	We will expand pension and medical insurance benefits, with each participating driver eligible for an annual subsidy of up to RMB2,200, and extend coverage to more cities and groups.
Commitment 5	We will improve the driver-rider relationship by addressing uncivilized behaviors, false orders, and frequent cancellations to safeguard the rights and interests of both drivers and riders.	Commitment 10	We allocated tens of billions in subsidies in 2024 to benefit drivers and riders, encouraging greater ride-hailing usage and increasing orders for drivers.

Six Experiences Enhancements for Driver's Day

- Easier order taking
- Better map navigation
- Simpler Operations
- More Comprehensive Protection
- Better Benefits for Drivers
- More Flexible Requirements

Protecting Rights

Protecting Income Rights

The first in the industry to introduce transparent billing, we have shown drivers their income, rewards, and commission rates for each order, ensuring full visibility into the platform's commission structure. DiDi likewise continues to invest in income protection measures such as advance payments, compensation for empty running, and holiday service fees, advancing payment on orders where riders have not paid within two hours.

In intercity ride scenarios with supply-demand mismatches, we have piloted a cross-city fee, passing the full amount paid by riders directly to drivers to ensure they receive their fair share. For greater accessibility and income security for new drivers, we have optimized the processes for registration, first trips, and daily operations.

Enhancing Pension and Medical Benefits

Acknowledging the unique professional needs of ride-hailing drivers, we have partnered with insurance providers on a range of specialized protection plans, including exclusive commercial pension and medical insurance. From 2023 to the end of December 2024, we paid commercial pension insurance contributions for over 83,000 drivers and commercial medical insurance for more than 340,000 drivers. We've also provided free extreme weather loss and work interruption protection for drivers during the summer and winter months, with a total of 120,000 person-times receiving such protection in 2024.

Enhancing the Driver Experience

We continuously refine algorithms and rules to address order assignment issues at intersections, reducing empty runs for drivers. In 2024, the number of orders requiring that drivers travel more than 3 kilometers to pick up riders dropped by 30% compared to the previous year. A long trip cancellation benefit was introduced, allowing drivers to receive priority assignment when long trips are cancelled. Drivers who follow the recommended route but do not receive new orders can receive direct compensation, and additional features such as one-click restroom navigation and quick generation of transaction certificates were also launched.

Fostering a Fairer Environment

In 2024, we introduced restrictions for riders involved in malicious activities such as false complaints, fake orders, and multiple cancellations within a short period, exempting drivers from responsibility for malicious complaints and providing peace of mind compensation. When determining liability for order cancellations, we grant exemptions based on the driver's historical behavior, ensuring that unintentional cancellations are not penalized. By the end of 2024, more than 20 million liability exemptions have been granted to drivers.

Listening to Drivers

In 2024, the Discuss option in the DiDi Car Owner app gathered more than 190,000 pieces of feedback from drivers, providing feedback in more than 600 categories, with DiDi consistently addressing key concerns. We held 26 driver review sessions throughout the year to solicit suggestions on a variety of topics, including the car owner app, reputation scores, rights for new drivers, and map features and launched the Doing Practical Things for Drivers initiative, as a part of which managers and employees sat down in the driver's seat themselves to identify and rectify over 200 experience-related issues. Finally, we organized 218 offline sessions of in-depth talks in 58 cities, engaging 1,866 driver representatives in discussions on topics like commissions, order assignments, the determination of liability, and the protection of safety and rights, implementing measures to improve the situation as needed.

DiDi Driver's Day: Listening to Drivers

Empowering Growth

Enhancing Driver Training

We have established a comprehensive skill training system covering topics like safe mobility, service standards, platform guidelines, basic operations, income awareness, and career development.

In 2024, a total of 93 online courses were offered, with **198 million** person-times course completions by drivers and a pass rate of **99%**. Over **26,000** offline training sessions were also held, reaching **1.69 million** person-times, earning a satisfaction rate of **90%**.

Welfare and Support Activities

The Driver's Day Benefit Plaza was launched on the DiDi Car Owner app. We organized care initiatives, including the Cool Benefit Station, Mid-Autumn Family Banquets for Drivers in a Hundred Cities, Spring Festival Family Banquets, and the 12th DiDi Driver Benefit Station. We also regularly distribute energy packs and holiday perks to drivers to show our appreciation for their work.

Recognizing Outstanding Drivers

In 2024, we held three recognition events for drivers, honoring some 27,000 drivers, 48 receiving national awards, and established a normalized system of commendations for positive actions in daily work. In 2024, approximately 1.17 million drivers were recognized each month for positive behaviors [4].

DiDi Freight Driver Care Initiative

DiDi Freight established 170 driver stations in 50 cities across the country to provide essential services to drivers like free access to restrooms and lounge areas, first aid kits, repair tools, and other emergency supplies. In summer, the stations launched the Cool Station initiative, with a Love Water Station with free drinking water and watermelons. In winter, the stations provided supplies to keep warm and free lunches.

DiDi Freight Driver Stations

[4] In 2024, we expanded the Driver Medal program to more cities, added an automatic lighting-up function for the medals, and witnessed a significant increase in the number of medal recipients.

DiDi Chauffeur Care Initiative

DiDi's chauffeur service launched the Night Pavilion care initiative in summer, setting up 120 rest stations in 35 cities, where more than 40,000 drivers received free refreshments like watermelon and mung bean soup, alongside services for alcohol testing and electric vehicle safety checks. In winter, the Night Canteen initiative opened 434 noodle shops and late-night eateries in 240 cities, providing more than 130,000 drivers with free meals such as hot noodle soup.

DiDi Chauffeur Night Canteen Initiative

Support for the Families of Drivers in Need

DiDi teamed up with the Chinese Red Cross Foundation to establish the DiDi Care Fund to address humanitarian challenges and development barriers faced by online ride-hailing drivers and others in the digital mobility industry. The fund provides humanitarian and emergency aid in cases of serious illness, accident, disaster, and situations of a similar nature.

By the end of 2024, the DiDi Care Fund has extended aid and support to **1,242** families of drivers.

Educational Support for Drivers' Children

The DiDi Seeds Program is China's first public welfare initiative dedicated to supporting the educational development of the children of ride-hailing drivers.

2024 marked seven years since the establishment of the DiDi Seeds Program, in which time 50,000 families of drivers have benefited and nearly **1,400** children of drivers have received the Seeds College Entrance Examination Scholarship.

Supporting the Families of Drivers and Empowering the Next Generation

Ms. Cheng, a DiDi premier driver

Ms. Cheng once operated a grocery stall, selling vegetables with her husband to make a living. Later, a friend suggested she work for DiDi as a premier driver, and that provided her with a more stable income and a sense of security. Now that her child has been admitted to university and received a scholarship from the DiDi Seeds Program, and she wants to support her daughter as she pursues her dreams.

Mr. Lu, a DiDi express driver

Mr. Lu is a DiDi express driver and a member of the public welfare rescue team. His flexible working hours on the DiDi platform, combined with his familiarity with the terrain, allow him to switch freely between two identities, DiDi driver and rescuer. The rescue team members' experiences and dedication also infected his daughter Beilin, and over the past ten years, under her father's guidance, Beilin's own knowledge of emergency rescue has grown. Now, she is preparing to study civil aviation on a scholarship from the DiDi Seeds Program, and she has inherited her father's dedication to helping others.

4.3 Supporting the Real Economy

We leverage the technological strengths of our platform to drive our partners' digital transformation and grow the industry.

Ride-Hailing Partners

By refining operational mechanisms and sharing beneficial resources, we help our partners reduce costs and boost efficiency in brand development, vehicle allocation, financial support, and insurance optimization. In 2024, our ride-hailing services welcomed 2,526 new partners, further enriching the collaborative ecosystem.

DiDi Hosts the 5th Ride-hailing Partners Conference

On January 13, 2025, the 5th DiDi Ride-hailing Drivers and Supply Partners Conference took place in Chongqing. DiDi's 209 ecosystem partners included car rental companies, driver service providers, OEMs, and financial institutions to jointly explore solutions to industry challenges and discuss pathways for developing driver and channel ecosystems.

The 5th Ride-hailing Partners Conference

DiDi's digital management systems empower thousands of car rental companies across the entire transaction chain— from vehicle management and customer acquisition to driver services – with rules, products, and platform benefits that help merchants cut costs and boost efficiency. DiDi also provides car rental drivers with standardized, transparent, and fair transaction processes and uses its robust platform dispute resolution system to resolve disputes between drivers and merchants during the rental process, safeguarding the legitimate rights and interests of both parties.

In 2023, DiDi launched the DiDi Union franchise program in the lower-tier county and district-level ride-hailing market, recruiting franchisees from regions with population of around or above one million.

By the end of 2024, DiDi Union has partnered with over **270** agents across 143 cities in 22 provinces, providing income opportunities to a total of **4.96 million** drivers.

Taxi Companies

DiDi is working to promote its program for the Integration and Development of Taxi and Ride-hailing Industries and helping the taxi industry improve the quality of service and driver incomes, introducing two key features as part of an Internet Plus transformation and upgrade, reaching 133 cities in 2024 and benefiting over 200,000 taxi drivers.

Corporate Users

DiDi's one-stop business travel solution helps corporate clients design personalized travel policies and leverage digital tools to effectively regulate staff booking behaviors and achieve greater savings and efficiency. By the end of 2024, DiDi has served over 550,000 enterprises and 45 million people, with special express subsidies reducing travel costs by approximately 3.1% and a wide range of business travel resources effecting a reduction of about 4.5%. For corporate staff, DiDi provided more than 1.6 million self-funded mobility coupons to over 250,000 employees, offering subsidies totaling over RMB20 million.

In 2024, DiDi's Enterprise Business Mobility Digital Management and Control Solution was recognized as a Leading Case in China's Light Industry Digital Transformation, with DiDi Enterprise Edition receiving the Business Travel Innovation Award at the PSS Asia-Pacific Procurement Excellence Summit.

Quality Management System Certification for Enterprise Business Mobility Service

Passenger Transport Enterprises

In 2023, DiDi partnered with passenger transport enterprises of all sizes nationwide to launch the DiDi Station Bus digital transport platform providing Software as a Service (SaaS), online traffic services, and route solutions powered by big data. The platform optimizes route planning, scheduling, and station setups, with convenient pickup stations catering to a diverse range of mobility needs, boosting daily passenger flow and load efficiency. We provide our passenger transport partners with online traffic support, marketing strategies, and system capabilities to enhance their operational efficiency. In 2024, DiDi Station Bus partnered with 84 passenger transport companies of various sizes in 71 cities nationwide, with the number of cooperative routes exceeding 1,200.

DiDi Station Bus

DiDi also partnered with urban public transport enterprises in 2024 to launch the DiDi Demand Response Bus, a product that applies algorithms developed through carpooling services to help bus companies improve operational efficiency, reduce costs, and increase revenue. It was selected by the China Communications and Transportation Association as a typical case in the AI + Transportation category.

Freight Partners

In 2020, DiDi launched its one-stop platform for urban delivery and moving services, DiDi Freight, utilizing digital tools to match transportation capacity with shipping needs and efficiently connect merchants and drivers online while digitizing the entire transaction process. The system harnesses data and logistics technologies for in-depth analysis and modeling to enhance digital supply-demand matching capabilities. By the end of 2024, DiDi Freight has collaborated with over 300 partners to provide delivery services in more than 200 cities across China.

DiDi Freight Unveils 5 Key Peace of Mind Service Guarantees to Promote the Co-establishment of Industry Service Standards.

At the 7th China Logistics and Supply Chain Finance Innovation Development Conference on April 28, 2024, DiDi Freight unveiled its 5 Key Peace of Mind Service Guarantees for easy ride-hailing, transparent pricing, cargo safety, mobility security, and after-sales support. The guarantees cover 17 common service scenarios and outline service standards and protective measures aimed at helping partners establish industry-wide service standards.

5 Key Peace of Mind Service Guarantees

Energy Suppliers and Consumers

Orange Energy uses digital tools like heat maps to help merchants achieve greater efficiency by choosing locations for their stations more scientifically, with digital marketing strategies significantly reducing costs and increasing revenue. In 2024, Orange Charging Stations introduced the Accelerated Charging feature, which increased charging speeds by an average of 8%. Over 60,000 new supercharging guns were deployed at more than 3,300 charging stations nationwide, helping charging operators increase station utilization and become more competitive.

By the end of 2024, Orange Energy has established connections with over **14,000** petrol stations and partnered with more than **7,300** small and medium-sized charging station operators.

4.4 Partnering for Development

DiDi has continued to refine the supplier management system by implementing end-to-end control with access reviews and daily supervision, increasing the resilience and sustainability of the supply chain and working closely with partners to build a high-quality supply chain ecosystem.

Supplier Management

Our Supplier Management Policy establishes standards for supplier access, information update and termination, supplier selection and evaluation, and supplier database management, performance management, and tiered management.

	Supplier Access Management	Reviews supplier admission documents and conducts compliance risk assessments to ensure suppliers meet entry requirements.
	Supplier Classification and Rating	Classifies and manages suppliers based on procurement categories, importance, entry criteria, and performance evaluation results.
	Supplier Performance Management	Regularly assesses supplier performance, gathers feedback from procurement managers and end-user departments, and conducts on-site audits when necessary.
	Supplier Communication and Training	Organizes supplier conferences as needed to communicate requirements, regularly clarifies performance expectations, and provides risk and compliance training to suppliers to prevent fraud and misconduct.

Sustainable Supply Chains

We encourage suppliers to uphold their environmental, social, and corporate governance responsibilities and require that they sign the *Supplier Letter of Commitment*, which explicitly outlines expectations for legal compliance, labor employment, health and safety, business ethics, the prevention of sexual harassment, and environmental protection. We also conduct regular anti-corruption compliance training for suppliers.

Violations of the provisions of the *Supplier Letter of Commitment* are followed by a rectification period, during which we may reduce procurement or limit business opportunities as appropriate while we support them to complete rectification work. Partnerships with suppliers who fail to complete rectification work are terminated.

DiDi's Environmental and Social Responsibility Requirements for Suppliers
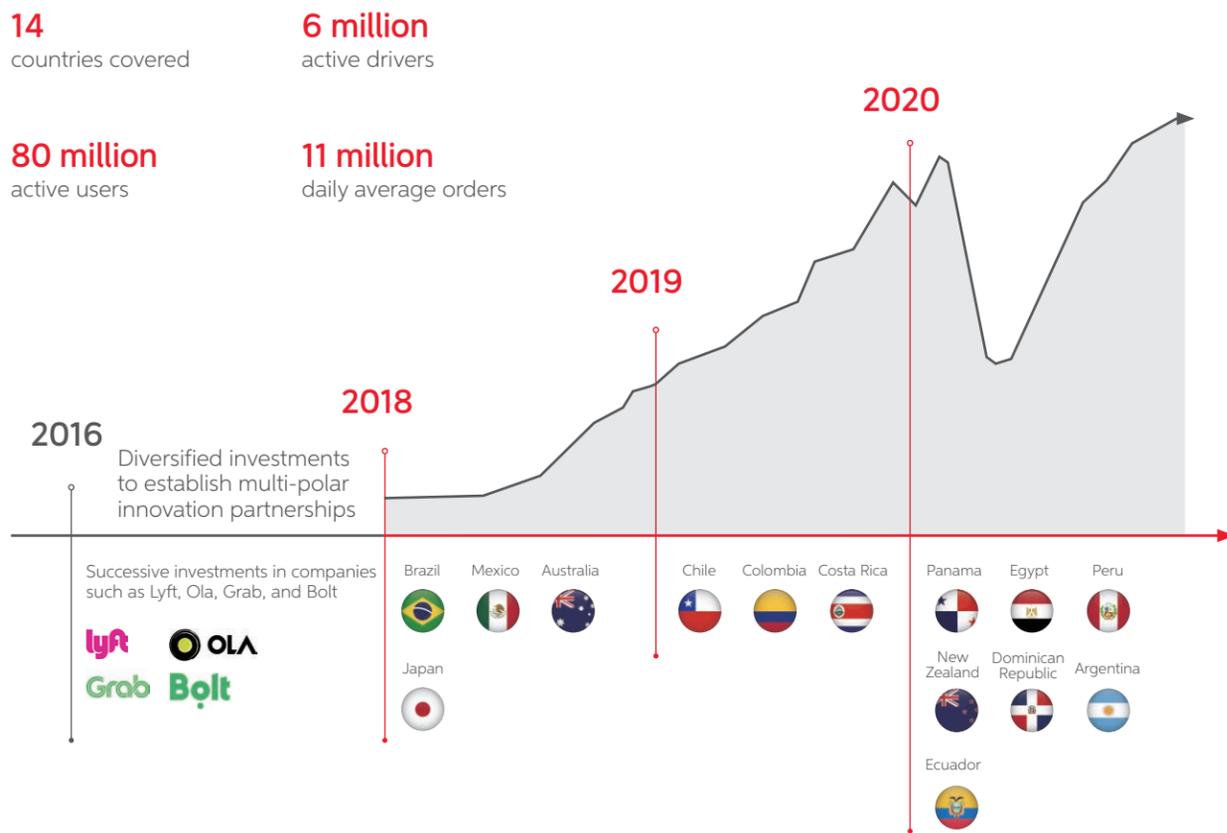
Social Performance Access Assessment	Environmental Performance Access Assessment
Compliance with laws and regulations: Must comply with all applicable laws and regulations. **Health and safety:** Staff must be provided with a safe and healthy working environment, with potential occupational health and safety risks identified and evaluated, implementing effective measures and providing staff with appropriate health and safety training. **Business ethics:** Must strictly comply with anti-commercial bribery regulations to ensure that all business dealings are lawful and compliant. **Anti-sexual harassment:** Must establish a mechanism to prevent sexual harassment and create comprehensive rules and regulations to address and manage sexual harassment in the workplace.	**Environmental permits:** Must obtain and maintain the necessary environmental permits and approval documents. **Environmental protection policy:** Must adopt effective environmental protection policies and implement appropriate management measures to minimize negative environmental impacts. **Energy conservation and consumption reduction:** Must reduce the use of traditional energy resources, water, and natural resources as circumstances allow.

In 2024, all of our partner suppliers signed the *Trust and Integrity Agreement for Partners* and the *Supplier Letter of Commitment*, with 100% of new suppliers satisfying the requirements for environmental permits, environmental policy compliance, and energy-saving and consumption reduction entry standards. There were no reported instances of illegal labor practices such as forced labor, child labor, or discrimination based on gender or race among any of our suppliers.

Report Profile | Message from the Chairman | About DiDi | A Sustainability Action Plan | 2024 Performance Highlights | Governance Foundations | 1 SAFETY & SECURITY

2 TECHNOLOGY-DRIVEN DEVELOPMENT | 3 ENVIRONMENTALLY FRIENDLY | 4 AVAILABLE FOR ALL | 5 DIVERSITY & INCLUSION | 6 YEARN FOR A BETTER JOURNEY | APPENDIX

4.5 Going Global for Win-win Cooperation

DiDi's globalization strategy has expanded operations to 14 countries in Latin America, the Asia-Pacific, and Africa. We tailor mobility, food delivery, and financial services to local market needs, supporting digital development in these regions.

Global Business

14
countries covered

6 million
active drivers

80 million
active users

11 million
daily average orders

2016 Diversified investments to establish multi-polar innovation partnerships

Successive investments in companies such as Lyft, Ola, Grab, and Bolt

2018 Brazil | Mexico | Australia | Japan

2019 Chile | Colombia | Costa Rica

2020 Panama | Egypt | Peru | New Zealand | Dominican Republic | Argentina | Ecuador

Contributing to Sustainable Development

As of the end of 2024, DiDi served approximately 80 million active users abroad, with around 6 million drivers and couriers. Over 210,000 restaurant merchants joined the food delivery platform, 40% successfully undergoing digital transformation.

We launched the DiDigitalízate project in Mexico, aimed at developing the digital management capabilities of small and medium-sized enterprises. As of now, the project has provided digital literacy training to over 3,000 restaurants, and is expected to reach 10,000 by 2025.

We launched the Mealloss project in cities where DiDi FOOD operates, designing standardized operating procedures for merchant packaging and couriers delivery to minimize food waste caused by spills and leaks while encouraging merchants to use eco-friendly materials. Future plans include the roll out of group meal ordering projects, optimized restaurant inventory management, and reductions in couriers energy consumption per delivery. In 2024, we collaborated with 1,500 merchants in Mexico to distribute a total of 1 million eco-friendly packaging bags.

DiDigitalízate Project

DiDi FOOD Eco-friendly Packaging Bags

Driver Rights and Safety

Driver rights and care initiatives overseas have included the establishment of driver service stations, skill training, safety education, and driver support, significantly improving the driver experience and addressing practical challenges. In Brazil, we established the DriverLAB to lower driver operating costs and raise income through R&D and innovation.

In terms of safety, we have integrated the experience of China with international practices to develop global safety technology strategies, launching 24 safety features such as trip sharing, adding emergency contacts, and one-click emergency alerts on the overseas platform, all complemented by 24/7 customer support worldwide. In 2024, the most recent feature – Pax Verification – was introduced in Mexico, Colombia, Argentina, and Chile. This feature requires additional verification methods for new user accounts, aiming to enhance safety perception among drivers.

Continuous Safety Feature Upgrades for Ride-hailing Motorcycles

In August 2024, Brazil's ride-hailing motorcycle platform, 99Moto, launched speeding alerts and safety reporting features. The speeding alert function warns motorcycle riders with visual and audio feedback through the app when the vehicle's speed exceeds the speed limit by 20%, upgrading the alert accordingly. The safety reporting features invites motorcycle passengers to evaluate the motorcycle rider's speed, overtaking, and compliance with traffic signals after each order. The feedback is then provided to the motorcycle rider, along with corresponding educational content. As of the end of 2024, 99Moto has introduced over 50 new features, significantly improving safety overall.

4.6 Giving Back to the Community

From emergency rescue to public welfare initiatives, DiDi maximizes platform value to optimize mobility services, ensuring a smoother, safer ride, giving back to the community, and embedding responsibility and accountability into every service detail.

Convenient Mobility

DiDi Station integrates online and offline guidance to help drivers and riders meet up more easily, adjust pick-up location as required, and alleviate road congestion, improving the service experience with additional waiting areas and ride-hailing assistance for the elderly.

By the end of 2024, there have been more than **3,000** DiDi Stations in over 200 Chinese cities.

DiDi Station

Mobility Support

We leverage our capacity across ride-hailing services, two-wheeled services, supporting fleets, and shuttle buses to customize travel options designed for holidays and major events, ensuring efficiency and safety.

DiDi Support for Mobility During the Beijing Haidian Marathon

On October 27, 2024, DiDi provided comprehensive support for the Beijing Haidian Marathon, integrating marathon support fleets, delivery logistics fleets, two-wheeled services, and errand service packages. During the event, we ensured seamless participant transfers and evacuation while providing runners with medical aid and supplies.

Beijing Haidian Marathon Mobility Support

Emergency Rescue

In 2021, DiDi partnered with the Chinese Red Cross Foundation to launch the DiDi Emergency Rescue Project.

In addition to the DiDi Emergency Rescue Project, the fruit of the partnership between DiDi and the Chinese Red Cross Foundation also included the DiDi Public Welfare Rescue Team, open to drivers from the ride-hailing industry and DiDi employees. Professional trainers from multiple regions came together to provide team members with specialized emergency rescue training.

By the end of 2024, we have established China's first Metro Digital Red Cross Emergency Rescue System. Focusing on mobility scenarios, we have designed and distributed **370,000** Portable Mobility First Aid Kits, popularized emergency rescue skills training, and provided certified training to **18,000** individuals.

By the end of 2024, the DiDi Public Welfare Rescue Team project has logged **45,000** hours of training and **38,000** hours of volunteer service.

Rainstorm Rescue

On April 20, 2024, several regions in Guangdong issued red alerts for heavy rainfall, prompting the Shenzhen DiDi Public Welfare Rescue Team to initiate disaster relief operations in Yingde, Qingyuan, where it helped relocate affected residents and transport disaster relief materials. In all, 15 water transport missions were carried out, rescuing 42 trapped individuals.

Rainstorm Rescue in Yingde

Typhoon Rescue

The Super Typhoon Yagi made landfall on September 6, 2024, prompting a quick response from the DiDi Public Welfare Rescue Team, which reported to the emergency management department of Guangdong Province and sent three batches totaling 13 team members to join forces with the Shenzhen Rescue Volunteers Federation and head for Xuwen County. They engaged in frontline rescue and service work, and after the typhoon passed, they carried out tasks such as clearing roads, assisting residents in salvaging property, and providing emergency lighting.

Typhoon Rescue in Xuwen County

Public Welfare Practices

Special Mobility Support for Those in Need

Prioritizing the mobility needs of special groups, we work with public welfare organizations to provide free mobility assistance to orphans, patients with rare diseases, impoverished visually impaired individuals, children with serious illnesses from underprivileged backgrounds, and impoverished hearing-impaired children from low-income families. By the end of 2024, the project has partnered with 16 public welfare organizations and donated a cumulative 700,000 kilometers of service miles.

Public Welfare for People with Disabilities

We provide vocational skills training and barrier-free travel workshops to the visually impaired, helping 15,000 individuals reintegrate into society and achieve independence in their daily lives as a part of this initiative to date. We have also established 50 Maintenance Corners nationwide equipped with essential tools for wheelchair repair and maintenance and provided free training to DiDi Bike operation and maintenance professionals, enabling them to provide volunteer wheelchair repair services.

DiDi Public Welfare Hosts 2024 Growth Camp for Independent Life of Visually Impaired Children

In September 2024, DiDi Public Welfare teamed up with the China Association for the Blind to organize the 2024 Growth Camp for Independent Life of Visually Impaired Children, teaching 16 visually impaired teenagers from across the country the use of a cane, independent mobility exercises, and emotional management to enhance their independent mobility skills and foster self-reliance.

2024 Growth Camp for Independent Life of Visually Impaired Children

Driver Positive Energy Rewards

The Positive Energy on the Road Public Welfare Special Plan was established to acknowledge the commendable actions of ride-hailing service providers and provide mutual assistance, fostering a supportive and uplifting travel environment.

By the end of 2024, the program has recognized over **1,900** person-times of drivers demonstrating bravery, honesty, helpfulness, volunteerism, and resilience.

Employee Public Welfare Initiatives

As of the end of 2024, we have organized 27 public welfare-themed activities for 22,554 person-times.

Orange Together Charity Activities

In 2024, as part of the Orange Together charity initiative, employees donated 13,760.8kg of clothing and 200 shelters for stray animals made from distribution boxes. A July 2024 clothing drive as part of the Orange Together initiative collected 3,328.9kg of clothing and 777 backpacks for primary schools in Nangqian County, Qinghai. Books and bookshelves were also donated as a part of DiDi's Mu Ji Public Welfare program, leading to the establishment of the first Mu Ji Bookstore.

Employee Public Welfare Activities

DIVERSITY & INCLUSION

No longer a simple management issue, diversity and inclusion have evolved into a benchmark of commercial civilization in the context of building corporate resilience. Diversity fosters cross-sector interactions and cognitive surplus, which introduce multiple perspectives to complex challenges and establish a practicable platform for value co-creation.

The UN Sustainable Development Goals (SDGs) for this Section

3 GOOD HEALTH AND WELL-BEING | 5 GENDER EQUALITY | 8 DECENT WORK AND ECONOMIC GROWTH | 10 REDUCED INEQUALITIES

DiDi integrates diversity and inclusion into its operations in the digital mobility ecosystem, safeguarding employee rights and championing innovative HR solutions to unlock the full potential in each employee. As we foster a sense of belonging and enable individuals to succeed, we also explore new ways to spread this culture throughout the entire ecosystem and create a flexible, safe, and inclusive industry environment.

2024 Performance Highlights

Diverse and Equitable Industry Ecosystem

- Over **1.5 million** women worldwide used the DiDi platform to earn income

- More than **1.05 million** female drivers in China and over **480,000** female drivers and couriers overseas used the DiDi platform

- DiDi teamed up with local women's federations and transportation authorities to establish the **DiDi Women's Fleet**

- More than **700** female drivers received the **Remarkable Driver – Pioneering Women Award**

Diverse Employee Care System

- Juzidui is an important platform for employee communication, with **34,350** annual active person-times

- According to survey results, employee satisfaction and engagement was **85%**

- **Commercial insurance** is provided for employees and their spouses, parents, and children

- A newly built **EHS (Environment, Health and Safety Management) system** powers the intelligent management of workplace safety

- **Nine** Employee Family Day events were held, covering nearly **1,000** family members of employees

A Diverse and Inclusive Working Environment

- Women accounted for **41.2%** of the workforce and **34.5%** of management personnel

- Awarded the **Best Inclusion Award** in the Asia-Pacific Economic Cooperation (APEC) INPUT2 Competition

- Included in **Excellent Cases for Building Family-Friendly Workplaces** by the All-China Federation of Trade Unions

Comprehensive Talent Training System

- **100%** of employees received talent development training

- **32** new employee training sessions were conducted for an average of **21** training hours

- Recognized by Liepin in 2024 as an **Extraordinary Employer**

5.1 Creating a Positive Working Environment

We have incorporated the principles of diversity and inclusion into our operations to build a culture where every employee experiences a sense of belonging and security and knows their work is valued.

A Culture of Diversity and Equality

We are committed to diversity, equality, and inclusion, which are fully practiced and integrated into our corporate culture. DiDi employees come from 20 countries and regions worldwide, and we have established the DiDi Women's Network (DDWN) and the DiDi Diversity and Inclusion Network (DDIN) to foster an equitable, inclusive, and diverse workplace environment.

Enhancing Institutional Guarantees

The *Regulations for Managing Recruitment* states that there is no place in the recruitment process for discriminatory language, such as gender, age, educational background, marital status, ethnicity/region, race/skin color/appearance and body type, disabilities/ illness, religious beliefs, fertility status, zodiac sign, Chinese zodiac sign or personal preferences irrelevant to the job, and we strictly prohibit any form of discrimination or sexual harassment, as outlined in the *DiDi Code of Ethics and Conduct* and the *Employee Handbook*.

Regulating Workplace Behavior

We strictly prohibit any form of sexual harassment, establishing under the guidance of the DiDi Women's Network (DDWN) and the DiDi Diversity and Inclusion Network (DDIN) a working group to safeguard employees' legal rights by responding to, investigating, and addressing incidents of sexual harassment. We remain committed to supporting, assisting, and protecting our employees by defending their legal rights and providing professional counseling and other forms of support as needed.

We consistently provide legal training and awareness programs on workplace sexual harassment, equipping employees with the knowledge to establish appropriate behavioral boundaries in the workplace as part of an initiative to foster a safe and healthy working environment for all.
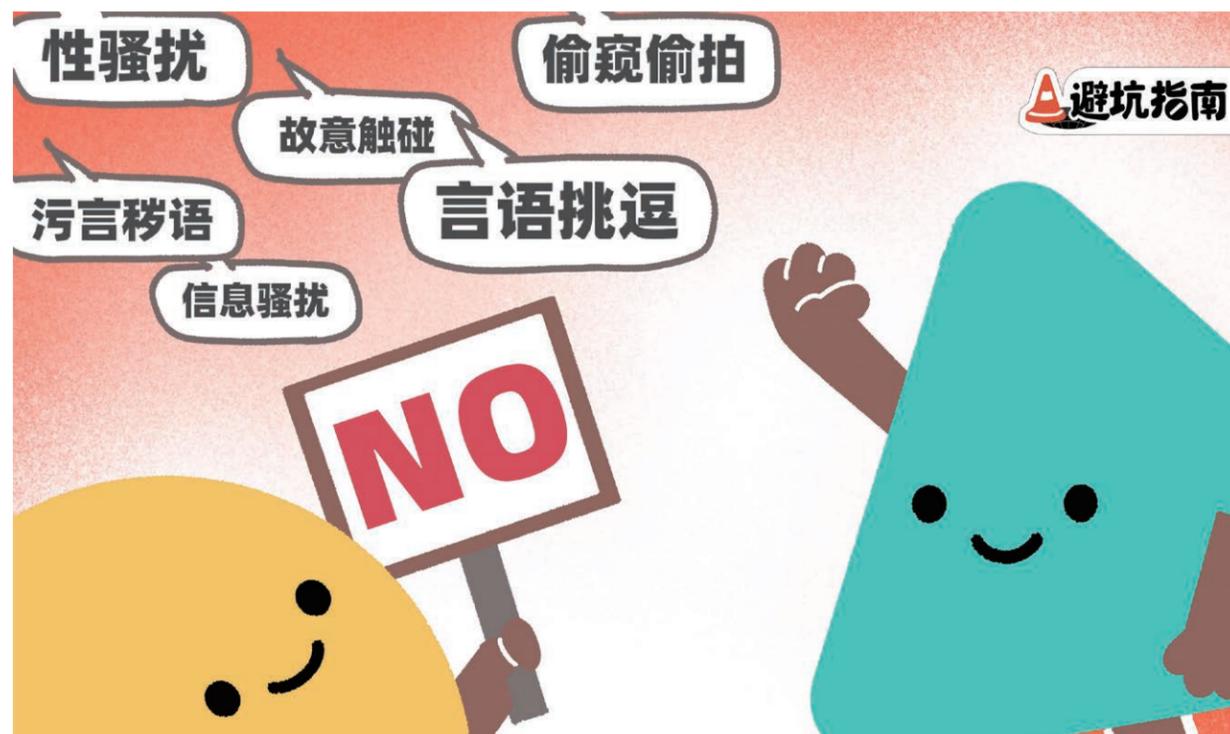
Workplace Sexual Harassment Legal Awareness Campaign

Empowering Women's Growth

The DiDi Women's Network (DDWN) is committed to promoting a diverse and equitable cultural environment, accelerating women's growth and empowering their career development. In 2024, DDWN conducted 16 women's growth projects and empowerment activities nationwide, engaging over 6,000 female employees and establishing the DDWN FAW & Huidi Local Chapter in Chengdu to create a warm and inclusive workplace environment.

Female Leadership Program

Promoting a Culture of Inclusion

The DiDi Diversity and Inclusion Network (DDIN) promotes diversity and inclusion initiatives globally with diverse cross-business employee resource groups comprised of women, people with disabilities, working parents, and ethnic minorities. DDIN activities overseas like Women's Month and Mental Health Month and four consecutive DiDi Diversity and Inclusion Month events engaged more than 30,000 person-times in 2024, seeking to bridge the generation gap with knowledge quizzes, workplace interactions, workshops, and behavioral advocacy activities.

2024 DiDi Diversity and Inclusion Month

Fostering a Family-friendly Work Environment

In terms of maternity protection, we have established and improved systems for maternity leave and medical benefits, providing, in addition to statutory marriage leave, prenatal check-up leave, maternity leave, breastfeeding leave, and parental leave, supplemental maternity medical insurance, child medical insurance, maternity allowances, quota-based flexible benefits, baby care rooms, and general flexibility in work arrangements. We have also integrated special protections for the rights of female employees into our collective agreement and created baby care rooms, designated seats for expectant mothers, and increased Pregnant Mom Priority reminders. To create a maternity-friendly workplace environment for working mothers with young children, we have implemented a policy allowing one day of remote work per week.

Baby Care Room

Workplace Sign for Expectant Mothers

Our special care initiatives include a sharing platform for employees to better balance work and family life. Additionally, we organized multiple family-themed events during key occasions such as Women's Day, Children's Day, and Father's Day.

In 2024, DiDi held its first intergenerational-themed Family Day, inviting employees' elders to participate in activities that bridge the generation gap within families. Family Day activities in 2024 reached the families of over **1,000** employees.

2024 Family Day Activities

A Safe and Healthy Workplace

We are committed to creating a healthy and safe work environment, for which we have established an efficient and comprehensive safety assurance system.

> In 2024, we obtained GB/T 45001-2020 and ISO 45001:2018 standard Occupational Health and Safety Management System certification.

Occupational Health and Safety Management System Certification

Institutional Safeguards

We have developed and continue to improve policies on daily activities, including office space management, fire prevention, transportation, and dining. These policies include the *Workspace Management System,* the *Workplace Fire Safety Management and Prevention System,* the *Shuttle Bus Management System,* the *Canteen Operation Management Systems,* the *Workplace Sports Safety Regulations*, the *Workplace Hot Work Management System*, and the *Work Height Operations Management System*, standardizing the management of employee health and safety.

Managing Workplace Safety

To ensure safety in the office, we have established an inspection mechanism that combines routine patrols with specialized checks, employing daily inspections to identify and resolve safety hazards, special operations to eliminate risks and clear combustible materials, and regular risk assessments on critical equipment, such as security systems and fire facilities. In 2024, we involved 6,400 employees in evacuation drills in 46 office locations, with zero safety incidents in key operational areas like commuter shuttles, employee dining halls, and fitness centers.

In accordance with national AED configuration standards, we have established health rooms in six offices campuses across China and installed 29 AED devices in 23 locations, developing a new EHS management system and adding Find AED and One-click SOS functions for the intelligent management of workplace safety.

Promoting Workplace Safety

We have integrated education into the safety management system, using workplace feedback groups to deliver real-time updates on occupational health, safety training, and risk alerts. In 2024, we launched the Little Orange, Please Raise Your Hand special campaign and a themed event for Workplace Safety Day.

To enhance the safety in workplace construction, we have organized a series of training sessions for construction companies, suppliers, and workers.

In 2024, construction companies received **1,440** minutes of safety training, suppliers **2,160** minutes, and construction workers a total of **106,350** minutes, all of which raised awareness and effectively reduced safety risks.

Organizing Fire Safety Awareness Campaigns

On November 9, 2024, DiDi organized a promotional event for the 33rd National Fire Prevention Day, combining a series of themed online and offline activities to enhance employees' awareness of fire safety.

National Fire Prevention Day Theme Activity

A More Convenient, Intelligent Workplace

The intelligent administrative service system is a multidimensional, full-process service management platform with 29 system modules, such as meeting room reservations, DiDi parcel delivery and collection service Youju, DiDi office supply service Wenju, shuttle services, DiDi meal service Shiyu, and coffee shops, reaching every employee in every office nationwide.

The Employee Experience Center (EEC) is a one-stop platform solution for daily affairs that helps employees conveniently solve a variety of work challenges through phone, D-Chat service account, email, or shared service hall. In 2024, the EEC provided 430,000 services to employees, achieving a daily service satisfaction rate of 99.9%.

The Employee Experience Center (EEC)

5.2 Enhancing Employee Rights Protection

DiDi's comprehensive employee rights and interests protection system provides all-around care for health and everyday life with optimized incentive mechanisms, multi-dimensional communication channels, and an enhanced benefits system.

Employment

While complying with the *Labor Law of the People's Republic of China* and other relevant laws and regulations, we also adhere to the labor standards set forth by the United Nations Global Compact (UNGC), including the elimination of all forms of forced and compulsory labor and effective abolition of child labor, and have zero tolerance for illegal employment practices infringing on the rights of our employees in any way.

We believe in the importance of openness, fairness, and justice and fight against child labor, fraudulent hiring, and nepotism, conducting employment interviews in accordance with the *DiDi Interview Management Measures*. We are committed to safeguarding employee rights and ensuring fair and compliant practices and the equal treatment of candidates of all races, religions, ethnicities, genders, marital statuses, and fertility backgrounds.

Incentives

We value the contribution of every employee and have developed a comprehensive incentive system that encompasses non-material, material, and developmental incentives, sharing the successes of company growth with our employees.

Non-material Incentives	A multi-dimensional system of honors and recognition	At the group level, we continue to conduct the Orange Glow Annual Awards selection of Juzidui, guided by the principles of Mission-Driven, User-Value-Creating, and Results-Delivering to recognize teams and individuals who have made breakthroughs and achieved remarkable results in business development, internal capability building, efficiency enhancement, and system construction. Special awards are established for safety management, user experience, and compliant operations. Business departments are also welcome to establish their own incentive system tailored to their unique characteristics.
Material Incentives	A differentiated compensation structure based on the job grade system and professional career paths.	We encourage talented people to realize their full potential through performance-based rewards, bonuses, and more. High-potential core employees with consistently outstanding performance are granted stock options to share in the benefits of the company's sustained growth.
Development Incentives	A performance evaluation and feedback system.	We conduct annual performance reviews that are strictly calibrated to ensure employee contributions and outputs are assessed objectively and fairly. During performance discussions, managers provide employees with detailed feedback, highlighting areas for improvement to facilitate their growth and professional development.

Communication

We've worked hard to create an open and transparent communication environment with a variety of convenient communication channels. One such channel where employees can share information and interact, post questions, and engage in discussions either under their real names or anonymously is Juzidui.

TOGETHER is a company-wide communication initiative designed to focus on business development directions, keeping employees informed about organizational changes and fostering open dialogue by bringing managers and employees face to face.

DiDi's eNPS (Employee Net Promoter Score) survey serves as a vital channel for employees to express their opinions. We encourage employees to share their thoughts openly and without holding back. We conduct two eNPS surveys each year for all regular employees and use the results to create improvement plans and strengthen employees' sense of belonging.

In 2024, Juzidui had **34,350** active employee person-times.

In 2024, departments across the company held a total of **24** TOGETHER events.

In 2024, combined employee satisfaction and engagement survey results reached **85%**.

Welfare

We have enhanced our physical and mental health benefits system beyond basic coverage by introducing customized commercial insurance plans for all employees. Employees can select high-value life insurance, critical illness coverage, and other protections for their spouses, parents, and children based on their family's actual needs. We provide employees with full annual health check-ups, psychological counseling services, and regularly organize health activities such as women's exclusive health care programs, first aid skills training, and health lectures.

In terms of holiday care, we provide employees with holiday guarantees that include statutory annual leave, paid sick leave, and marriage and maternity leave, with flexible work-life arrangements. During Mid-Autumn Festival, Spring Festival, and similar important holidays, we give our employees gifts to show them we care.

Employee Festival Gifts

Workplace benefits consist of a range of amenities and services, including staff canteens, DiDi meal service Shiyu, coffee shops, vending machines, shuttle buses, gyms, the DiDi Everyday Market (for convenient and discounted shopping), a cultural shopping mall system (DiDi Store, Reward Points Mall, and Mu Ji Public Welfare Mall), as well as options for public rental housing.
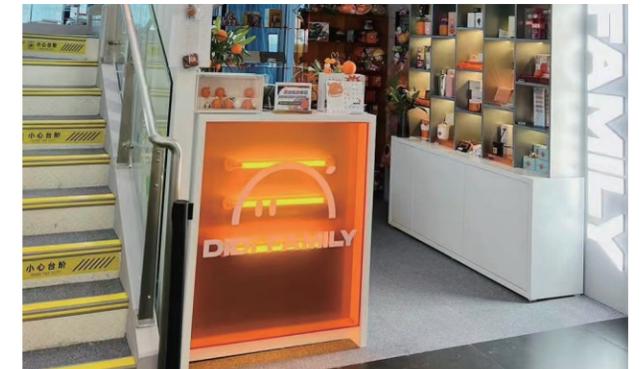
DiDi Store

Cultural Life

We have developed a comprehensive cultural branding matrix, organized a diverse range of engaging cultural and sports activities, and created platforms for communication and interaction to enhance internal communication and strengthen team cohesion.

Regularly Updated Cultural Columns to Foster a Stronger Sense of Belonging

Video Columns
DiDi News covers company business and organizational updates, Inside DiDi explores interesting stories from within the company, and Little Orange Space fosters a positive, uplifting internal culture.

Photo & Story Columns
Orange Profiles showcases inspiring individuals and teams, Orange Snapshots captures brilliant moments across the company, and Story on Journey-DiDi Weekly Poster highlights business progress and shares uplifting stories.

We use Story Sharing Roundtables and city-specific business accompaniment videos to highlight the inspiring contributions of outstanding DiDi employees.

Story Sharing Roundtables and DiDi News

Report Profile | Message from the Chairman | About DiDi | A Sustainability Action Plan | 2024 Performance Highlights | Governance Foundations | 1 SAFETY & SECURITY

2 TECHNOLOGY-DRIVEN DEVELOPMENT | 3 ENVIRONMENTALLY FRIENDLY | 4 AVAILABLE FOR ALL | 5 DIVERSITY & INCLUSION | 6 YEARN FOR A BETTER JOURNEY | APPENDIX

Using Sports to Build Cohesion

In 2024, DiDi organized basketball, football, and badminton leagues for employees in Beijing, Hangzhou, and Guangzhou, among others, with approximately 1,300 participants in total. From September to November 2024, DiDi's football team participated in the China Online Media Football Elite Tournament for the 10th consecutive year. In response to the organizing committee's call, the team actively organized team members to participate in the competition, and won the Best Organization Award, the first prize in the Internet People in Light and Shadow themed photography competition, and the Best Short Video Award.

Basketball, Football, and Badminton Leagues

5.3 Empowering Talent Growth

DiDi's talent development ecosystem places a strong emphasis on employee growth. We use a scientific talent assessment system to identify employee potential, create diversified career development paths, provide a wealth of learning resources, and implement customized training programs to continuously enhance employee capabilities. In 2024, DiDi received employer brand awards from authoritative recruitment platforms Liepin, Nowcoder, Shixiseng.com, and ACMcoder.

Talent Development System

We employ a variety of recruitment channels to ensure diversity, drawing on university-industry cooperation projects, campus recruitment, internships, social recruitment, internal employee referrals, and internal job transfers.

Our talent evaluation process taps into multi-dimensional feedback, performance reviews, talent assessments, and promotion evaluations, integrating evaluations from partners, peers, and subordinates so we can assess job performance and competencies from different perspectives. This approach allows us to accurately pinpoint their career development paths, align positions with their skills, and promote growth for talent and company.

In developing talent, we have established three career distinct paths: the management track, the professional track, and the sales and service track, supporting them with a comprehensive promotion system and dynamic flow mechanism for upward and lateral development tailored to employees' varied career goals and aspirations, ensuring jobs align and individuals realize their full potential.

Employee Training Support

Systematic Training System	
Training for New Employees	• We employ an online + offline learning model to deliver educational resources to new employees. In 2024, we held 32 training sessions for new employees, averaging 21 hours of training per participant.
General Workplace Competency Training	• A combination of online + offline general skills courses provide employees with a platform for learning and improvement. • We have developed a flexible and diverse course structure that support employees in accumulating knowledge, sharing experiences and sparking intellectual exchange. • We built a lecturer management system to select and train high-performing instructors who help empower employees.
Leadership Development Training	• We leverage the practical experience of the company's top managers to distill key insights in tailored training programs for management teams at all levels and high-potential talent. The result is a leadership development system that is closely aligned with our business needs. In 2024, DiDi Management Orientation (DMO) held 7 sessions for a total of 264 participants, while DiDi Management Way (DMW) conducted 6 sessions for a total of 216 participants.

A Convenient Learning Platform

Orange Academy, DiDi's internal online learning platform, provides employees with a wide range of educational resources on culture, professional expertise, management, and general skills. The platform supports multiple formats with video, audio, and interactive modules and ensures a seamless learning experience across mobile and desktop devices.

5.4 Promoting an Open and Inclusive Industry

Female drivers are a formidable force in the digital mobility ecosystem powering the development of urban transportation. In 2024, over 1.5 million female drivers and courier earned income through the DiDi platform, including more than 1.05 million in China and over 480,000 overseas. DiDi has published the *Women in the Digital Mobility Industry Ecosystem Research Report*[5] every year since 2021 as it strives to create an inclusive, flexible, equitable, and equal industry environment through measures aimed at improving rights protection, organizing care activities, carrying out honor incentives, and supporting their ongoing development.

Protecting Rights

DiDi is committed to supporting female drivers in three key areas: income, rights, and development. In 2024, we launched a pilot test for the Female Drivers Option for Female Passengers feature, inviting female users in selected cities to participate in the internal trial under the premise of ensuring real-name authentication and strict verification for both female drivers and passengers. We also had drivers and passengers fully informed about the insufficient number of female drivers and extended wait times for ride requests. By continuously improving our intelligent scheduling capabilities, we aim to optimize the service environment and functional experience for female drivers.

The Female Drivers Option for Female Passengers Feature Experience

Organizing Activities

DiDi has organized open driver open days and recognition events for female drivers and sought to create communication platforms tailored to them. On International Women's Day 2024, DDWN hosted the Her D Power – DiDi Driver Open Day event, inviting outstanding female drivers from Beijing, Shanghai, Qingdao, and other cities across the country to celebrate the occasion together. During the event, the drivers shared their experiences on the road, provided feedback on inconveniences encountered, and offered specific suggestions on how to optimize navigation and inter-city fee distribution.

The Her D Power – DiDi Driver Open Day Event

DiDi Academia de Mujeres Conductoras (later named as Expertas al volante), an initiative on female drivers empowerment and which kicked off in Argentina in October 2022, expanded to Colombia, Chile, and Mexico, providing a community for female drivers on the platform to share, connect, earn additional income, and promote gender equality. By the end of 2024, we have held nine events in Mexico, Colombia, and Argentina, with more than 550 female drivers participating in the initiative. This series of events aimed to engage with female drivers across Spanish-speaking Latin America (SSL) and strengthen both soft and technical skills that support them in their daily lives.

Women's Responsibility

DiDi teamed up with local women's federations and transportation authorities to establish the DiDi Women's Fleet to much acclaim from within the community. Since then, the fleet has participated in community services, providing care for exam-takers, assisting with travel guidance, free pick-up and drop-off services, and earning widespread recognition for its outstanding service.

In 2024, DiDi hosted the Remarkable Driver selection event, honoring many exceptional female drivers. Among the over **26,000** remarkable drivers selected throughout the year, female drivers accounted for approximately **8%**. To encourage more female drivers to get behind the wheel, DiDi created the Remarkable Driver – Pioneering Women Award, honoring more than **700** female drivers and establishing them as role models.

[5] Please see the *2025 DiDi Digital Mobility Women's Ecosystem Report* for more details.

Yearn for a Better Journey

Commitment 1
Provide All-rounded Protection

We bring together high-quality resources from across industries, and harness the power of the Internet and big data to protect every departure and arrival – safeguarding journey for both drivers and riders. Through streamlined management and cutting-edge technologies, we've laid a strong foundation for safety, creating a closed loop of internal and external supervision to form a robust barrier for information security. In the spirit of business ethics, we uphold fairness as our foundation and integrity as our guiding principle, fostering a clean, honest and responsible business environment.

Commitment 2
Drive Innovation with Intelligence

We believe that technology is the cornerstone of progress. With this belief, we are committed to becoming a world-class technology leader, driving transformation across the automotive and transportation sectors shaping the future of intelligent mobility worldwide. We place a strong emphasis on ethical governance in science and technology to ensure that innovation is safe, reliable, and sustainable, and responsible innovation is at the heart of what we do. Fully embracing the wave of technological progress in the mobility space, we, together with our partners, will embark on a journey of innovation. We embrace the benefits of technology and, using technological innovation as our guiding principle, strive to write a new chapter in intelligent transportation.

Commitment 3
Pursue Green Mobility

We are proud to be a pioneer in the realm of green mobility, transforming transportation structures, optimizing energy sources, and building a mobility ecosystem that is more climate-resilient and supportive of carbon neutrality. We actively explore green ecosystems, advance digital carbon inclusion, and unlock the potential of low-carbon sustainable services, to create a new eco-friendly model for the mobility industry. Committed to leading by example, we focus on self-driven emissions reduction, strengthening our energy management and raising the proportion of clean energy in our operations, thereby taking responsibility into our own hands to bring a new vision of green operations to life.

Commitment 4
Create a Shared Ecosystem Available for All

We believe that innovation both in ideas and technology should serve the broader community. Guided by this principle, we focus on refining every detail of service to enhance the user experience and continuously empower our partners and enterprise users, ensuring that the benefits of progress are shared. With our Ten Commitments, we make solemn pledge to our drivers: to safeguard income rights, enhance the access to pension and medical security, improve the overall experiences, foster a fair and respectful environment, amplify driver voices, support personal and professional growth, and provide stronger welfare protections. Together with our diverse stakeholders, we are committed to building a more inclusive future where the rewards of development are shared by all participants.

Commitment 5
Create the Future with Diversity and Inclusion Together

We have always viewed talent as the core driving force behind our development, striving to create a diverse, inclusive, and equitable workplace and mobility industry ecosystem. We continue to enrich talent development by introducing new initiatives, expanding career growth opportunities, and cultivating a supportive work environment. At the same time, we provide comprehensive welfare to help employees grow with confidence and security. We place a strong emphasis on supporting women in our driver community and beyond, working to serve and empower the many roles women play across the DiDi ecosystem. Together, we are committed to advancing a more inclusive, forward-looking future for the mobility industry.
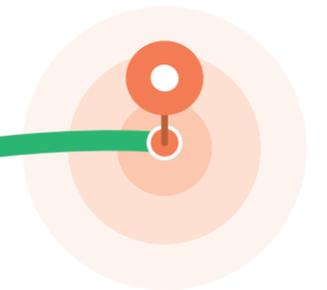
Appendix 1: Sustainability Key Performance Metrics Table

Environmental performance

Indicators		Unit	Year 2024	Year 2023
GHG	Total scopes 1, 2, and 3 emissions [6]	tCO_2e	12,400,486.6	12,357,797.6
	Scope 1 and 2 emissions [7]	tCO_2e	115,965.1	79,063.5
	Total scope 1 and 2 emissions per unit of income	tCO_2e/million RMB	0.56	0.41
	Scope 3 emissions [8]	tCO_2e	12,284,521.5	12,278,734.1
Energy	Purchased electricity	MWh	215,398.1	131,249.4
	Consumption of purchased electricity per unit of income	MWh/million RMB	1.04	0.68
Resources	Total water consumption	Tons	117,460	145,000
	Aggregated water consumption intensity	Tons/million RMB	0.57	0.75
	Consumption of recycled water	Tons	2,528	/
	Workplace paper consumption[9]	Ten thousand pieces	540	549
Waste	Non-hazardous waste production	Ten thousand cubic meters	6.7	6.7

Social performance

Employment [10]

Indicators	Category	Unit	Year 2024	Year 2023
Total number of employees		Person	19,113	19,328
Number of employees by employment type	Full-time employees	Person	19,113	19,328
	Other employees [11]	Person	1,399	1,323
Number of employees by region	Chinese Mainland	Person	16,657	17,168
	Hong Kong, Macao, and Taiwan regions of China, as well as other countries and regions	Person	2,456	2,160
Number of employees by gender	Male employees	Person	9,787	10,292
	Female employees	Person	6,870	6,876
Number of employees by age	30 years old and under	Person	6,935	7,761
	30-50 years old	Person	9,709	9,394
	Over 50 years old	Person	13	13
Number of employees by function	Management	Person	2,854	/
	Non-management employee	Person	16,259	/
Number of employees by minority groups	Number of employees of ethnic minorities	Person	836	862
Percentage of female employees		%	41.2	40.1
Percentage of female employees in management		%	34.5	/
Total employee turnover rate [12]		%	11.1	13.0
Employee turnover rate by gender	Male employees	%	10.5	12.5
	Female employees	%	11.8	13.8
Employee turnover rate by age	35 years old and under	%	12.6	13.8
	36-50 years old	%	5.5	9.5
	51 years old and above	%	12.6	12.5
Employee turnover rate by region	Chinese Mainland	%	10	12.0
	Hong Kong, Macao, and Taiwan regions of China, as well as other countries and regions	%	19.2	20.7

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[6]   The calculation of GHG emissions by carbon dioxide equivalent for 2024 is based on the *Greenhouse Gas Protocol: Corporate Accounting and Reporting Standard*, developed by the World Resources Institute (WRI) and the World Business Council for Sustainable Development (WBCSD). The emissions are also calculated using the 2022 national grid average emission factor of 0.5366 tCO_2/MWh, as published in the Announcement on the 2022 Electricity Carbon Dioxide Emission Factors by the Ministry of Ecology and Environment.

[7]   These emissions primarily result from the purchased electricity used for workplace operations and company-owned servers in a data center.

[8]   Emissions from employee business travel total 36,000 tCO_2e, emissions from upstream and downstream leasing activities reach 239,000 tCO_2e, and emissions from the mobility service ecosystem amount to 12,010,000 tCO_2e.

[9]   The workplace paper consumption encompasses the consumption of A3 paper and A4 paper.

[10]   The total number of employees, along with employee data categorized by work location, gender, age, and job function, all pertain exclusively to DiDi's full-time employees. Among them, the divisions based on gender and age are all for the employees in the Chinese mainland region.

[11]   Including the number of interns.

[12]   The turnover rate refers to the voluntary resignation rate of full-time employees.

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Employee training

Indicators	Category	Unit	Year 2024	Year 2023
Average training time of employees	/	Hours	21.0	19.0
Average training time of employees by gender	Male employees	Hours	13.7	17.1
	Female employees	Hours	24.5	21.8
Average training time of employees by management	Management	Hours	16.5	11.9
	Non-management employee	Hours	19.1	26.2
Percentage of employees covered by talent development training	/	%	100	100
Percentage of employees attending training by gender	Male employees	%	93.5	98.0
	Female employees	%	97.1	97.4
Percentage of employees attending training by management	Management	%	98.4	95.3
	Non-management employee	%	100	98.2

Health and safety

indicators	Unit	2024	2023
Number of fatalities due to work	Person	0	1
Work-related fatality rate [13]	%	0.0000	0.0001
Work-related injury rate [14]	%	0.0045	/

Suppliers

Indicators	Category	Unit	Year 2024	Year 2023
Number of suppliers	/		13,986	11,873
Supplier audit coverage rate	/	%	100	100

[13] Work-related fatality rate = (Number of work-related fatalities ÷ Million working hours) × 100.
[14] Work-related injury rate = (Number of work-related injuries ÷ Million working hours) × 100.

Appendix 2: Risks and Opportunities Related to Financial Materiality Issues

This materiality assessment has identified seven core issues with significant financial implications. The table below provides a detailed analysis of the risks and opportunities associated with each issue.

Issue	Definition	Period	Risks	Opportunities
Safety of drivers and riders	Ensure the safety of drivers and riders, reduce the traffic accidents, and enhance public confidence in travel safety.	Short-term Mid-term Long-term	**Higher Costs:** Implementing safety measures and developing technologies and products, such as early-warning systems, requires financial and technical resources, which increases the operational costs for the company. **Operational management risks:** Failure to obtain and maintain the required business licenses, permits, or approvals in the operating locations may expose the company to legal risks and regulatory penalties; Inadequate implementation of driver screening and background checks, as well as insufficient real-time monitoring of vehicles and drivers, may lead to safety incidents; inadequate emergency response capabilities, which prevent the prompt and effective handling of unexpected safety incidents, may cause greater financial losses and reputational damage; and the company may be involved in lawsuits arising from platform safety accidents and be found liable for compensation.	**Improved user experience:** By providing safe and reliable travel services, the company brings a more convenient and secure journey to both drivers and riders, enhancing user trust in the company, which contributes to stable market growth. **Stronger market competitiveness:** Safety is a key factor for users to choose a travel platform. Establishing strong reputation for safety can enhance the company's market competitive edge and attract more users and partners.
Data security and privacy protection	Measures taken to safeguard data security and protect user privacy.	Short-term Mid-term	**Risk of data breach:** Inadequate data security measures may lead to the leakage of sensitive information, resulting in user losses and potential legal liabilities for the company. **Compliance risk:** Failure to comply with data protection regulations may result in regulatory penalties, affecting the company's normal operations. **Increased service costs:** New laws and regulations requiring stronger protection for specific types of data or imposing new obligations on data retention, transfer, or disclosure may lead to higher costs for the company.	Not applicable

Issue	Definition	Period	Risks	Opportunities
Green mobility	Enhance convenience and comfort of urban transportation, alleviate urban traffic pressure, and improve quality of life for residents.	Short-term Mid-term Long-term	**Increased initial investment cost:** Purchasing and maintaining self-owned NEVs, building charging infrastructure, and developing smart transportation systems require substantial initial investment, which may impose financial pressure on the company. **Technical risk:** The technologies related to NEVs and smart transportation are still developing, which may present issues such as technical immaturity, high failure rates, and high maintenance costs; rapid technological iteration might increase the frequency and cost of updates.	**Long-term cost savings and efficiency gains:** Efficient resource utilization can reduce energy consumption, improve operational efficiency, and lower operating costs. **Policy support and incentives:** Government support for NEVs, charging infrastructure, and smart transportation can lower the investment burden on the company. **Increased market competitiveness:** Green mobility aligns with the broader theme of green consumption, helping to enhance the company's brand image and attract more environmentally conscious users, thus strengthening market competitiveness.
Compliance operation and risk management	Measures to optimize the internal control system, standardize compliance and risk management.	Long-term	**Legal risk:** Failure to comply with evolving laws, regulations, and standards and regulatory policies may lead to severe legal consequences, including fines, punishments, and even lawsuits. **Operational risk:** Non-compliance may hinder business operations or disrupt supply chains, thus impacting overall operational efficiency and business outcomes. **Reputational risk:** Public identification as non-compliant may damage the company's brand reputation, undermine its relationships with users, investors, and partners, and ultimately lead to a loss of market share.	Not applicable

Issue	Definition	Period	Risks	Opportunities
Economic and social contribution	Efforts to respond to national strategies, comply with taxes law, treat SMEs equally, and contribute to the public and society.	Long-term	**Reputational risk:** Failure to actively respond to national strategies and inadequate fulfillment of social responsibilities may lead to perceptions of a lack of corporate social responsibility, which could harm the company's image.	**Brand and reputation enhancement:** Proactively complying with tax laws, supporting national strategies, providing flexible income opportunities, and engaging in public welfare projects can enhance brand reputation and build greater trust among consumer and investor.
Technological innovation	The company's innovation strategies and plans, and efforts to encourage product and technological innovation, protect intellectual property, and lead industry development through cutting-edge technology.	Mid-term Long-term	**Legal risks:** Regulatory agencies may introduce new rules or restrictions on newly developed products or technologies, increasing company expenses or delaying the commercialization. **Technical risk:** Innovative projects may face failure in technological development or fall short of expected goals, leading to resource waste and investment losses, which can affect the company's financial performance. **Market risk:** New products or technologies may fail to gain market recognition or user acceptance, or lose competitiveness, increasing the company's costs or delaying in commercialization. **Increased cost:** If new products or technologies do not yield sufficient revenue to offset the costs or liabilities associated with the investments, the company's financial status may come under pressure. **Compliance and intellectual property risk:** In a fast-paced innovation environment, the company may face intellectual property disputes.	**Industry leadership:** Ongoing innovation can enhance the company's competitiveness, attract more strategic partners and investors. **New market development:** Innovation can help the company enter new market sectors, meet the growing market demand, and capture larger shares in emerging markets. **Resource efficiency improvement:** Innovation-driven technologies and processes can greatly enhance resource utilization, reduce operating costs, and support the company's sustainability strategy. **Policy support and incentives:** The company can take advantage of policy incentives to accelerate its pace of innovation. **Revenue source expansion:** Intellectual property can serve as assets that generate additional income, improving the company's financial health and operational flexibility.
Response to climate change	For details, please refer to Appendix 3: Climate Risks and Opportunities Assessment			

Appendix 3: Climate Risks and Opportunities Assessment

As a practitioner in the field of digital mobility, DiDi is dedicated to closely monitoring the opportunities and challenges posed by climate change and effectively addressing climate-related issues through technological advancements and innovative models. [15]

Climate Governance

Governance Structure and Governance Capability

We have seamlessly embedded climate-related management considerations into the work of our Sustainability Management Committee and ESG Research Center. With extensive expertise in formulating, implementing, and overseeing strategies, targets, and action plans addressing climate impacts, risks, and opportunities, our team provides strong support for the company's climate response initiatives.

Reporting and Supervision

The company has implemented clear reporting procedures to ensure that the governing body fully understands the climate-related impacts it faces, sets well-defined climate-related goals, and conducts effective supervision and management. The ESG Research Center regularly updates the Sustainability Management Committee, facilitating the implementation of measures to address various climate risks and opportunities. In turn, the Sustainability Management Committee continuously refines, adjusts, and enhances these action plans to ensure their effectiveness and alignment with the company's climate objectives.

Strategy

Climate Scenario Analysis

DiDi selected internationally recognized climate scenarios to identify climate-related risks and opportunities across its business sectors, including shared mobility, energy and vehicle services, bike and e-bike sharing services, and intra-city freight. This analysis evaluates the potential impacts on the company's operations as well as critical upstream and downstream elements of its core value chain.

To evaluate physical risks, DiDi adopts the IPCC SSP5-8.5 scenario to analyze the potential threats to its operations and value chain assets under climate stress conditions, aiming to develop systematic response measures. For transition risks and climate opportunities, DiDi utilizes the NGFS orderly transition scenario, targeting a temperature rise limit of below 2°C, to assess climate pressures under an extreme transition pathway while identifying potential climate-related opportunities.

Physical Risk Assessment

Combining factors such as the IPCC climate change-related databases and the coverage of domestic operations in China, 30 operational cities were selected for in-depth analyses of both acute and chronic physical risks. Five key factors closely related to the business were identified, accompanied by preliminary assessment of their financial impacts on the company and the development of countermeasures. The findings are summarized in the table below:

Risk Type	Risk Factor	Risk Description	Impact on the Value Chain	Duration of Impact	Method of Financial Impact	Countermeasure(s)
Chronic Risks	Increase in average temperature	Higher average temperature increases the energy consumption of vehicles and affects the overall operation efficiency of vehicles, resulting in a decrease in revenue. Data centers require more cooling, leading to increased operating costs.	Operations	Medium to long term	Operating costs Operating revenue	• Encourage suppliers to collect data on data center temperature and operational efficiency, monitor and analyze in real-time, and forecast impacts and requirements. • Fully consider climate risks when planning company strategies and business layout.
	Increase in the number of rainy days per year	A decrease in drivers' willingness to drive results in a reduction in capacity supply, in which in turn decreases revenue. Additionally, the rising vehicle dispatch costs result in higher operating costs.	Operations	Medium to long term	Operating costs Operating revenue	• Timely provide drivers and riders with information about rainy weather, offering subsidies and rewards to incentivize drivers to operate. • Optimize the intelligent dispatch system to improve dispatch efficiency.
Acute Risks	Extreme cold and extreme heat	Disruption to the normal operations of travel services results in failures of facilities like petrol stations and charging piles, while also negatively affecting the battery performance of company-owned EVs and shared electric two-wheelers. Consequently, this leads to reduced revenue, asset losses, and increased maintenance costs.	Operations and downstream	Short term	Operating revenue Operating costs Asset value	• Set up an extreme weather forecasting and alert system to promptly deliver warnings about extreme weather to drivers, users, and relevant partners. • Monitor extreme weather conditions in real-time to provide risk avoidance and supply dispatch decision support for route planning in mobility services.

[15] For more information on addressing climate change, please refer to the *Green Development and Climate Resilience: 2025 DiDi Climate Action Report*.

Risk Type	Risk Factor	Risk Description	Impact on the Value Chain	Duration of Impact	Method of Financial Impact	Countermeasure(s)
	Flooding	Damage to charging and refueling equipment and facilities, as well as shared and electric two-wheelers, results in asset losses and higher repair costs.	Operations and upstream	Short term	Operating costs asset value, Operating revenue	• Conduct training sessions and emergency drills for extreme weather scenarios. • Optimize battery safety technologies. • Organize emergency rescue and support fleets to assist in post-disaster relief efforts and optimize resource allocation through technological advantages.
	Storm surges and typhoons	Disruption in coastal areas can impede normal operations, resulting in the shutdown of equipment and facilities at charging and refueling stations, thereby reducing the company's revenue.	Operations and downstream	Short term	Operating revenue	

Transition Risk Assessment

Under the below 2°C scenario from the Network for Greening the Financial System (NGFS), we utilized the GCAM, REMIND, and MESSAGEix climate models to conduct a transition risk assessment focused on six key factors, including global climate policies, carbon pricing, electricity prices, and energy efficiency investments. Additionally, we engaged stakeholders relevant to the transition risk factors through a questionnaire survey to further understand the impact of these factors on our business operations. The analysis is detailed in the table below:

Risk Type	Risk Factor	Risk Description	Impact on the Value Chain	Duration of Impact	Method of Financial Impact	Countermeasure(s)
Policies and regulations	Global climate policy	The transportation industry is a key sector in achieving a low-carbon transition. The government may impose stricter emission standards, posing additional compliance pressures on companies.	Operations	Long term	Operating costs	Actively stay informed about policy trends and promptly track regulatory developments to incorporate them into the company's long-term planning.
Policies and regulations	Carbon pricing	Including the power industry in the carbon market may result in higher electricity prices, increasing the power consumption costs of suppliers' data centers, which could indirectly increase the company's operating costs.	Operations and downstream	Medium term	Operating costs	Monitor developments in carbon market laws and regulations and factor them into risk assessments.

Risk Type	Risk Factor	Risk Description	Impact on the Value Chain	Duration of Impact	Method of Financial Impact	Countermeasure(s)
Market	Electricity prices	Rising electricity prices will drive up the power costs of suppliers' data centers, increasing the company's overall operating costs. This will directly impact the operating costs of charging stations and the usage costs for downstream users, thereby affecting profitability.	Operations and downstream	Medium term	Operating costs Operating revenue	Optimize the energy cost structure to reduce electricity consumption in operations; enhance operational efficiency through smart dispatch systems, charging pile technology upgrades, and collaborating to build shared networks, etc.
	Changes in user behavior	Users are increasingly inclined toward choosing low-carbon and eco-friendly travel services. Delays in service optimization could cause a decline in orders and result in decreased revenue. To meet demand, the company may need to increase short-term spending.	Downstream	Short and medium term	Operating revenue Operating costs	Strengthen the company's capacity for low-carbon development and increase R&D efforts and investments in low-carbon services; promote and expand sustainable operational approaches to meet user demand for low-carbon and eco-friendly travel services.
Technology	Energy investment	The adoption of new technologies requires significant capital expenditure and upskilling of the workforce to maintain and adapt to new energy-efficient technologies, resulting in increased short-term operating costs.	Operations	Short and medium term	Operating costs	By adopting a pilot-testing approach to evaluate new technologies before large-scale implementation, the risks associated with R&D investment can be managed; a phased implementation strategy can also be used, such as gradually advance new technology, thereby controlling cost inputs.
Reputation	Market image as a sustainability-oriented company	If a company fails to maintain a strong market image of sustainability, it may risk losing customer trust, weakening market competitiveness, and impacting its long-term strategy and industry standing.	Operations	Short, medium, and long term	profits	Strengthen sustainability management practices and communication to enhance user trust, market competitiveness, and brand influence. Enhance the study of policies, market trends, and technological developments related to green mobility and new energy to ensure targeted investment in technology R&D.

Climate Opportunity Assessment

DiDi's efforts to address and adapt to climate change also open up significant opportunities for the company. These include the development and expansion of green products and services as well as enhancements in resource efficiency. The main opportunities related to climate change are summarized in the table below.

| Opportunity Category	Opportunity Description	Impact on the Value Chain	Duration of Impact	Method of Financial Impact	Measures to Seize Opportunities
Climate opportunities	Products and services	The increasing demand for low-carbon travel is driving the growth of related sectors such as shared mobility, NEVs, charging infrastructure, bike and e-bike sharing, opening up new development opportunities.	Downstream	Long term	Operating revenue	Continuously enhance relevant business technologies and services, create business plans based on demand forecasts, and allocate resources accordingly.
	Products and services	Leverage technological advantages to develop low-carbon solutions, support the adoption of NEVs, promote the further integration of diverse travel modes, and contribute to the development of a new-type power system.	Downstream	Long term	Operating revenue	Promote the adoption of low-carbon solutions, such as the electrification of transportation and the use of green power sources.
	Market	Leverage operation dispatching technologies to ease traffic congestion and reduce carbon emissions in the transportation sector; issue extreme weather alerts and provide emergency and rescue support to enhance DiDi's influence and reputation in the transportation industry.	Operations	Long term	Operating revenue	Further refine climate management strategies and initiatives, and take concrete actions.
	Resource efficiency	Implement energy-saving measures to lower energy and water consumption in daily operations.	Operations	Long term	Operating costs	Continue adopting energy-saving practices in areas such as daily office operations, employee commuting, and data center operations.

Risk Management

DiDi continues to enhance its risk management capabilities by incorporating climate risk into the *DiDi Safety Risk Hierarchical Control System* and its overall risk management framework. The company is committed to further embedding climate risks into its comprehensive risk management processes, enhancing mechanisms across all stages, including risk identification, assessment, response, monitoring, and reporting.

Indicators and Objectives

Based on its business characteristics and current trajectory, DiDi has set specific climate-related goals. Among them, the short-term goal is the new energy vehicle replacement target of the DiDi's AMC[16], aiming to fully transition its fleet to NEVs across 35 cities by the end of 2026. By the end of 2024, DiDi's AMC has already successfully completed the transition in 15 cities, an increase of 3 cities compared to 2023.

DiDi's GHG emissions in 2024 are as follows:

Indicator	Amount (tCO$_2$e)
Scope 1, 2 and 3 emissions	12,400,486.6
Scope 1 and 2 emissions	115,965.1
Scope 3 emissions	12,284,521.5

Scope 1, 2

Scope 3
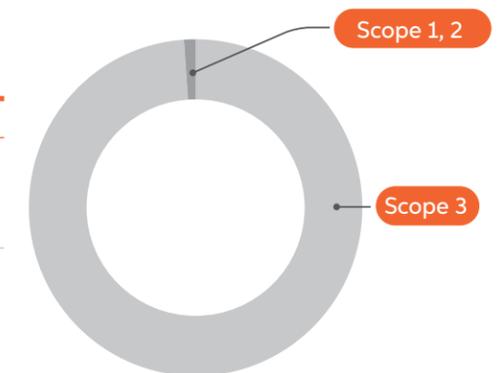
[16] DiDi's wholly-owned and joint-venture car rental companies

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