



JDL 京东物流

JD Logistics, Inc.
京东物流股份有限公司

(A company incorporated in the Cayman Islands with limited liability)

Stock Code: 2618

2024 Environmental, Social and Governance Report

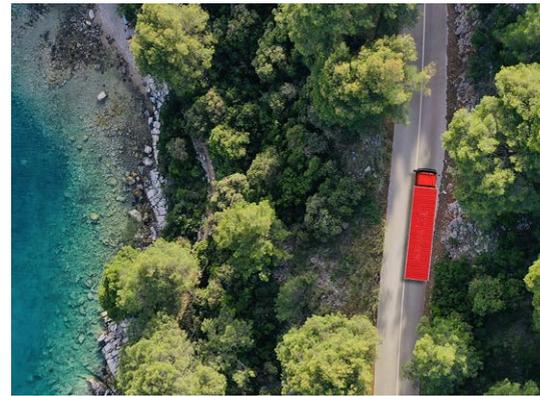
Contents

- 03 Report Profile
- 04 CEO's Statement
- 05 About JINGDONG Logistics
- 06 Highlights of ESG Performance of JINGDONG Logistics in 2024
- 07 Awards and Accreditations
- 08 Sustainable Development Management

- 11 Feature: Establishing a Global Supply Chain Network and Promoting Cross-Border Logistics Solutions
- 14 Feature: Comprehensive Support for National Subsidies to Boost Market Vitality
- 16 Feature: Fueling Progress with Digital Intelligence

- 66 TCFD Report on Climate-Related Financial Information Disclosure
- 72 Appendix

01



Environmental: Co-Building a Green Ecosystem

- 20 Strengthening Environmental Management
- 21 Leading Green Logistics
- 27 Promoting Green Public Welfare

02



Social: Creating Diverse Value

- 30 Empowering Talent Development
- 39 Safeguarding Health and Safety
- 42 Creating High-Quality Experience
- 52 Promoting Social Welfare

03



Governance: Consolidating Resonable Governance

- 60 Strengthening Corporate Governance
- 62 Strengthening Operation Compliance
- 65 Sustainable Supply Chains

Report Profile >>

Reporting Scope

Organizational Scope: This report covers JD Logistics, Inc., its subsidiaries, and affiliated consolidated entities (including Deppon Logistics and Kuayue Express), except where expressly stated otherwise.

Reporting Period: From January 1, 2024 to December 31, 2024 ("the Reporting Period"). Part of content goes beyond the above period.

Release Cycle: JD Logistics, Inc. reports its Environmental, Social and Governance (hereinafter referred to as ESG) progress on an annual basis. This report is the fourth ESG report of the Company.

Appellation Explanation

For the sake of expression and convenience, this report uses the following abbreviations:

"JINGDONG Logistics", "the Company" or "We" refers to "JD Logistics, Inc.";

"JD", "JD.com" and "JD Group" all refer to "JD.com, Inc.", its subsidiaries and affiliated entities, including JD Logistics, Inc. ;

"JD Airlines" refers to "Jiangsu Jingdong Cargo Airlines Co., Ltd.";

"Kuayue Express" refers to "Kuayue-Express Group Co., Ltd.";

"Deppon Logistics" refers to "Deppon Logistics Co., Ltd.";

"Beijing Jingbangda" refers to "Beijing Jingbangda Trading Co., Ltd.".

Reference and Principles

This report is prepared in compliance with the ESG Reporting Code from The Stock Exchange of Hong Kong Limited ("HKEX") or Hong Kong Stock Exchange and adheres to the four reporting principles of materiality, quantitative, balance and consistency stipulated in the guide.

Materiality: We attach great importance to the impact of ESG issues on stakeholders. In 2024, JINGDONG Logistics conducted materiality assessment to evaluate the impact of ESG issues on internal and external stakeholders, and received confirmation from the Board of Directors of JINGDONG Logistics. This report also responded to the material issues by disclosing relevant contents.

Quantitative: To demonstrate the environmental and social performance of JINGDONG Logistics in 2024, 2022 and 2023, we have presented key performance indicators in a measurable way.

Balance: In the process of preparing this report, we focus on presenting the Company's performance in an unbiased manner and avoiding any reporting format that may inappropriately influence readers' decisions or judgments.

Consistency: Unless otherwise stated, this report adopts the same statistical methods as in previous years to ensure that ESG data can be meaningfully compared in the future.

At the same time, this report also refers to the UN Sustainable Development Goals (SDGs), the GRI Sustainability Reporting Standards (GRI Standards) issued by the Global Sustainability Standards Board (GSSB), the Guidance on Climate Disclosures issued by HKEX, the Basic Principles for Corporate Sustainable Disclosure (Trial) issued by the Ministry of Finance, and the IFRS S2 Climate-related Disclosures.

Source of Information

The information and data in this report mainly come from the Company's internal data collection system, work reports, and public information materials, unless otherwise stated, the currency unit in this report is Renminbi (RMB).

Release Form of the Report

This report is published in Simplified Chinese, Traditional Chinese, and English. In case of ambiguity or conflict among the three versions, the Simplified Chinese version shall take precedence. This report is released in both environmentally friendly printed paper and PDF file format. The PDF file supports online reading and can also be downloaded from the HKEX information disclosure web page (<https://www.hkexnews.hk>), the official website of JD Logistics, Inc. (<https://www.jdl.com>), and investor relations website (<https://ir.jdl.com>).

Contact Us

We greatly appreciate suggestions and feedback from all stakeholders. If you have any comments regarding this ESG report, please feel free to contact us through the following channels:

Email: jdlesg@jd.com

Address: 7th Floor, Building B, No. 20 Kechuang 11th Street, Yizhuang Economic and Technological Development Zone, People's Republic of China

Postal Code: 101111

CEO's Statement >>



Wei Hu

Executive Director and
CEO of JINGDONG Logistics

Dear friends:

Thank you for reading our 2024 Environmental, Social, and Governance (ESG) Report. On behalf of JINGDONG Logistics, I want to express our gratitude for your care and support!

In 2024, the global drive for sustainable development gained momentum, with the seamless integration of green and low-carbon transformation and technological innovation positioning ESG practices as a key driver of high-quality corporate growth. As a vital link between economic activity and sustainable development, the logistics industry is reshaping global supply chains through digital and intelligent upgrades and green transformation, accelerating the global transition to a low-carbon economy and fostering inclusive growth. At JINGDONG Logistics, remaining steadfast in our mission of "technology-driven to lead global efficient circulation and sustainable development" and the "Customer First" philosophy, we continue to deepen our expertise in integrated supply chains, strengthening our competitive edge through extensive network coverage, advanced digital and intelligence capabilities, and in-depth industry insights. By delivering comprehensive, end-to-end supply chain solutions and premium logistics services, we have not only achieved high-quality growth but have also made a meaningful contribution to the United Nations Sustainable Development Goals.

In 2024, we were dedicated to forging a green ecological chain. We continued to advance our Green Stream Initiative, driving innovations across packaging, warehousing, and transportation. By leveraging AI-driven efficiency enhancements, adopting green energy and eco-friendly transport solutions, and promoting material reduction and circular reuse, we collaborated with industry partners to build a greener value chain. Our commitment to low-carbon development extended across warehouse design, management, and operations, where we deployed smart equipment and energy-saving technologies to optimize energy consumption. With a strategic focus on renewable energy, our rooftop solar photovoltaic capacity reached 139.22 megawatts. We continued to promote greener and cleaner transportation, with over 10,000 self-operated new energy vehicles in our road transportation capacity. We were the first in the industry to deploy hydrogen-powered trucks on a large scale. Our algorithm-driven "road-to-rail" logistics solution reshaped sustainable freight transport. Guided by the principles of "reduce, reuse, and degrade", we established the industry's first packaging laboratory covering the entire supply chain, promoting the use of over 20 million biodegradable packaging materials and eliminating more than one billion instances of secondary packaging. Moreover, we contributed to the restoration of approximately 20,000 square meters of mangrove ecosystems at Hengqin National Wetland Park, preserving the ecological functions of wetlands and biodiversity.

In 2024, we were devoted to building a diverse value chain. Aiming to foster a workplace where employees experience dignity, fulfillment, and a sense of achievement, we saw over 1,200 frontline employees honorably retire from JINGDONG Logistics as of the end of 2024, securing a stable and well-supported post-retirement life with healthcare and compensation safeguards. Upholding "Customer First" philosophy, we continued to strengthen supply chain infrastructure, drive technological innovation, and refine operational models, helping businesses across industries enhance efficiency and lower costs. By relentlessly improving service quality, we set new benchmarks, with customer satisfaction consistently ranking among the industry's highest in 2024. Our "Global Smart Supply Chain Network plan" is progressing at pace, with overseas warehouse deployments and expanded global shipping resources. We remain committed to rural revitalization, building an intelligent logistics network spanning counties,

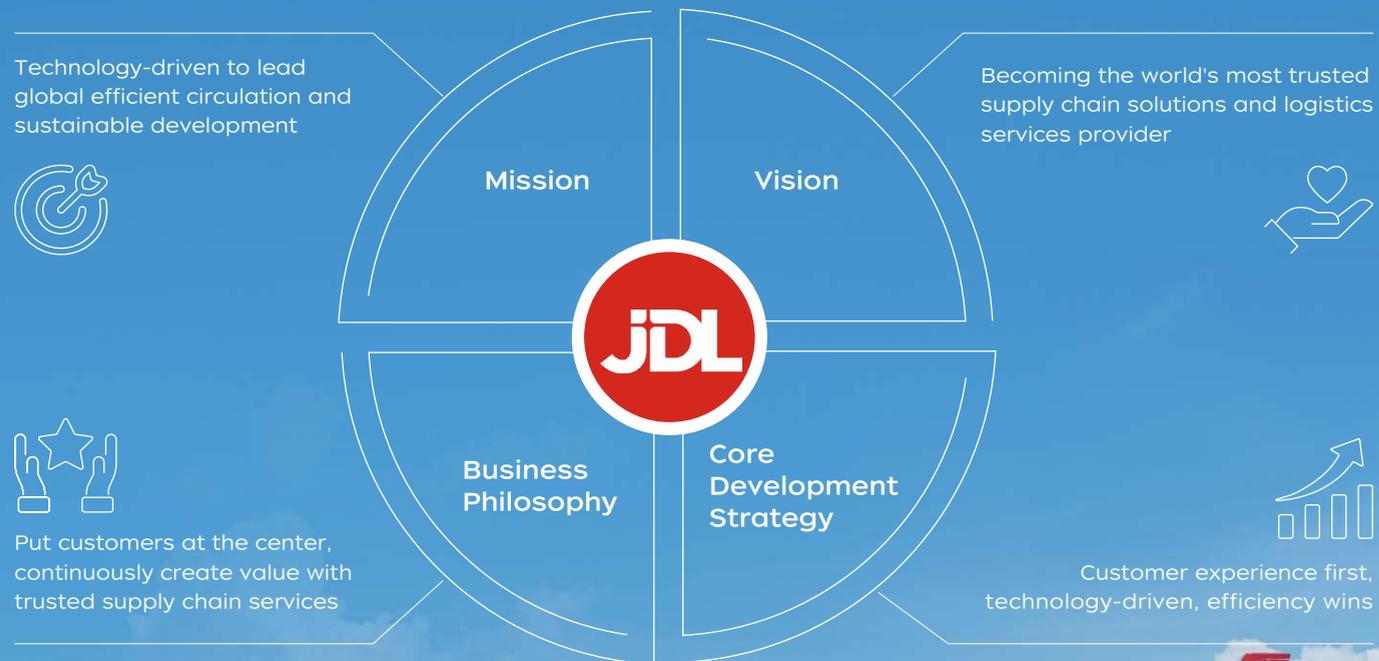
towns, and villages. Through localized industrial belts and smart supply chain centers, we established service stations in remote regions, enabling the movement of agricultural products from mountains to urban markets and extending delivery services to rural areas. In addition, we played an active role in disaster relief and emergency response, swiftly mobilizing transport fleets and dispatching supplies from nearby warehouses to ensure timely, secure, and efficient delivery, providing critical support to affected communities in their time of need.

In 2024, we focused on reinforcing our responsible governance chain. We continuously optimized our governance structure, strengthened risk management, and upheld business ethics. We continuously refined our responsible supplier system by embedding environmental protection, health and safety, labor rights, and ethical integrity standards into our supplier lifecycle management. Innovation remains our top priority as we advance digitalization, intelligent automation, and the seamless integration of software and hardware in our logistics technology solutions. We upgraded our intelligent supply chain technology with the comprehensive "JINGDONG Logistics Super Brain" and deployed our newly developed "Zhilang" goods-to-person solution to build highly efficient and intelligent logistics systems. As of the end of 2024, JINGDONG Logistics had secured over 5,000 patents and software copyrights.

Looking ahead, we firmly believe that a long-term perspective is the key to sustainable corporate development. In 2025, JINGDONG Logistics will relentlessly deliver meaningful, value-driven, and forward-looking initiatives. Guided by our mission of being "technology-driven", we will continue to leverage our core strength in "integrated supply chain" solutions, embrace innovation, and deepen our integration with the real economy. By implementing these measures, we endeavor to create sustainable value for our customers, industry, and society while contributing to the reduction of logistics costs and the advancement of sustainable development.

About JINGDONG Logistics >>

JINGDONG Logistics was established in 2007 as the logistics department of JD.com, and began to provide services to external customers in 2017, formally establishing the JINGDONG Logistics business group in April of the same year. In May 2021, JINGDONG Logistics was listed on the Main Board of the Hong Kong Stock Exchange, stock code: 2618. JINGDONG Logistics is China's leading technology-driven supply chain solutions and logistics services provider. With the business philosophy of putting customers at the center and continuously creating value with trusted supply chain services, it aims to become the world's most trusted supply chain solutions and logistics services provider.



JINGDONG Logistics has established six logistics networks covering all regions in China, including warehouse network, line-haul transportation network, last-mile delivery network, bulky item logistics network, cold chain logistics network, and cross-border logistics network, and forged more synergy across these networks. Our service covers almost all regions, towns and populations in China. By the end of 2024, JINGDONG Logistics operated more than 1,600 warehouses and nearly 19,000 delivery stations and outlets, supported by a workforce of over 370,000 in-house delivery and operation personnel.

JINGDONG Logistics always places technological innovation as a top priority. We are committed to the seamless integration of innovative technologies with diverse application scenarios, exploring cutting-edge advancements to drive cost reduction, efficiency improvement, and industrial upgrading through digitalization, intelligent systems, and integrated hardware-software logistics technology solutions. Currently, leveraging key technologies such as digital twins and artificial intelligence, we have built a comprehensive suite of logistics technology products that cover every aspect of the supply chain, enabling end-to-end technical service capabilities. In 2024, we upgraded our digital and intelligent supply chain technology ecosystem with the launch of the JINGDONG Logistics Super Brain and successfully deployed our self-developed "Zhilang" goods-to-person solution. By the end of 2024, JINGDONG Logistics had been granted over 5,000 patents and software.

JINGDONG Logistics provides supply chain management services tailored to meet the diverse needs of clients across various industries, supported by our deep industry insights and service expertise accumulated over time. We help clients optimize inventory management, efficiently allocate internal resources, and reduce operational costs, thereby achieving cost savings and efficiency gains. While focusing on industries such as fast-moving consumer goods, home appliances and furniture, 3C¹, apparel, automotive, and fresh produce, we continue to expand our capabilities in specialized sectors. For example, we offer differentiated, high-standard services such as "integrated forward and reverse logistics", "reverse refurbishment", and "integrated delivery and installation", significantly improving operational efficiency and end-user experience. In 2024, the number of external integrated supply chain clients we served rose to 80,703, with corresponding revenue reaching RMB 32.3 billion.

We continue to improve logistics timeliness and service quality by increasing investment in both land and air freight routes. Through coordinated freight and warehousing operations, we have expanded the coverage of express routes, ensuring timely delivery of goods. As of the end of the Reporting Period, JD Airlines operated nine all-cargo aircrafts on a regular basis, greatly enhancing our market competitiveness. In Hong Kong and Macao, we have significantly improved the online shopping and delivery experience for local consumers through specialized services such as nighttime pickup and delivery, and intra-city deliveries within as fast as four hours, fueling rapid growth in our business across the region.

In response to the growing trend of Chinese enterprises going globally, JINGDONG Logistics has actively advanced its overseas integrated supply chain services and accelerated the implementation of its "Global Smart Supply Chain Network plan". By centering on overseas warehouses, we are building a global supply chain network that provides quality, efficient, and comprehensive integrated supply chain services to a growing number of Chinese go-global brands, local overseas clients, and cross-border e-commerce platforms. Today, JINGDONG Express International has expanded its service coverage to nearly 80 countries and regions worldwide, with deliveries to Europe and North America reaching destinations in as fast as three days.

¹ 3C: Computer, communication, and consumer electronics. 3C industry mainly covers hardware products and related services in the field of electronic information technology.



Highlights of ESG Performance of JINGDONG Logistics in 2024



Economic performance

- The total revenue of RMB **182.8 billion**, a year-on-year increase of **9.7%**
- Operating over **1,600** warehouses, with third-party owners managing over **2,000** cloud warehouses on the Open Warehouse Platform, total management area of the warehousing network exceeding **32 million** square meters
- Over **100** bonded warehouses, international direct distribution warehouses, and overseas warehouses around the world, with a total managing scale of over **1 million square meters**
- Operating **45** Asia No.1 smart Industrial Parks in **30** cities across China
- Approximately **19,000** delivery stations and outlets, with over **370,000** in-house delivery and operation personnel
- Possessing more than **50,000** self-operated transport vehicles, operating **9** all-cargo aircraft on a regular basis by JD Airlines, as well as more than **600** railway routes and more than **2,000** air cargo routes through cooperation
- The total annual research & development (R&D) investment was nearly RMB **3.6 billion**
- The cumulative number of authorized patents and software exceeding **5,000**, among which the number of patents related to automation technology and unmanned technology exceeds **3,000**

Environmental Performance

- **10** warehouses awarded the "Green Warehouse" Label, including **5** Grade 1 (three-star) green warehouses and **5** Grade 2 (two-star) green warehouses
- Solar panel installations on rooftops reaching a total installed capacity of **139.22 MW**; Annual photovoltaic energy usage totaled **61,143.92 MWh**, effectively reducing carbon emissions by **50,902 tonnes**
- Operating **64** hydrogen-powered vehicle transportation routes, with diesel consumption reduced by approximately **600,000 liters** annually, resulting in a carbon emission reduction of nearly **1,000 tonnes**
- Over **10,000** self-operated new energy vehicles deployed in trunk and last-mile transportation
- The use of secondary packaging reduced by over **1 billion** units through this initiative
- Fully promoting the X-series cardboard boxes, and optimizing the structure to reduce raw material usage per box by **5-25%**, leading to an annual carbon emission reduction of **12,164 tonnes**
- **960,000** reusable boxes deployed, with accumulative usage exceeding **85.45 million times**, reducing annual carbon emissions by **72,520 tonnes**
- SCEMP serving over **100** global brands, rolling out over **60,000** carbon accounts, and calculating over **40 million** waybills
- Launching the "Dedicated ESG Product Service", shifting long-distance orders to rail transport, **significantly reducing carbon emissions and greatly increasing the share of green transportation**

Social Performance

- Total number of employees **498,709**
- Total human resource expenditure (covering both internal staff and external personnel) had reached RMB **89.2 billion**
- JINGDONG Logistics Fuyang Yingzhou Branch in Anhui was awarded the **National Worker Pioneer Award**
- The Total of **4,006 employees** have obtained vocational skills enhancement certification in Beijing, with **39 employees** from frontline enrolled in the "I'm Attending College at JD.com" program
- Employee Relief Fund allocated a total of more than RMB **25 million** in the year, assisting **363 employees** in overcoming challenges
- Over **1,200 employees**, including couriers, sorters, transport drivers, and loss prevention personnel, who honorably retired offering a pioneering model for labor security and career development in the courier industry
- In the third quarter of 2024, JINGDONG Express maintained best-in-class according to customer satisfaction ratings results published by the State Post Bureau of the People's Republic of China, continuously leading the industry
- With the help of infrastructure and intelligent logistics technology all over the country, we build an intelligent logistics network covering **counties, townships and villages**
- The total amount of external donations for the year was RMB **1,316,760**, and the total number of volunteer hours was **24,296**

Awards and Accreditations >>

| Awards | Awarding Body |
|---|---|
| 🏆 Top 50 Global Logistics Companies (25th) | The Chartered Institute of Logistics & Transport International |
| 🏆 Top 10 Strongest Logistics Brands in the world in 2024 (2nd) | Brand Finance |
| 🏆 2024 Best Logistics Service Provider | Asia Cargo News |
| 🏆 Digital Carbon Reduction Technology for Carbon Footprint Detection, Reporting, Verification, and Tracking (MRV-T) in the Logistics Industry Selected for the <i>Green Technology Promotion Catalog (2024)</i> | National Development and Reform Commission, Ministry of Science and Technology, Ministry of Industry and Information Technology, Ministry of Natural Resources, Ministry of Ecology and Environment, Ministry of Housing and Urban-Rural Development, State-owned Assets Supervision and Administration Commission of the State Council, National Energy Administration |
| 🏆 2024 Top 50 Logistics Enterprises in China (4th) | National Development and Reform Commission, China Federation of Logistics & Purchasing |
| 🏆 List of Typical Cases for Effectively Reducing Logistics Costs in Society: Deep Integration of Railways Based on Algorithm Models to Reduce Costs and Increase Efficiency in Logistics Transportation) | National Development and Reform Commission, China Federation of Logistics & Purchasing |
| 🏆 JINGDONG Logistics Beijing 5G Factory Selected for the <i>2024 5G Factory Directory</i> | Ministry of Industry and Information Technology |
| 🏆 IoT-based Autonomous Driving Cloud-Edge Model and Last-Mile Delivery Scenario Application Selected for the <i>2024 Typical Cases of IoT Empowering Industry Development</i> | Ministry of Industry and Information Technology |
| 🏆 AI-driven Integrated Solution for Data Governance and Modeling Analysis Selected for the <i>Typical Application Cases of AI Empowering New Industrialization</i> | Ministry of Industry and Information Technology |
| 🏆 Outstanding Individual (Liu Bing) and Group in the 2024 Spring Festival Travel "Warm Journey" Activity | Ministry of Transport, Ministry of Public Security, Ministry of Emergency Management, All-China Federation of Trade Unions, Central Committee of the Youth League of the Communist Party of China |
| 🏆 Second Batch of National-level Service Industry Standardization Pilot Projects (Special Program for Commercial Circulation) | Ministry of Commerce, State Administration for Market Regulation |
| 🏆 The Patent "A Method and System for Controlling Multiple Types of Equipment" Won the China Patent Excellence Award | China National Intellectual Property Administration |
| 🏆 The Patent "Intelligent Handling Robot (Second Generation)" Won the Silver Award for Design in China | China National Intellectual Property Administration |
| 🏆 First Prize for Technological Progress from China Federation of Logistics & Purchasing (Three Projects: Digital Scenario Construction for GHG Emission Management in Logistics Parks, JD International Intelligent Capacity Platform, Key Technology Research and Application for Integrated Online and Offline Delivery Systems) | National Science and Technology Awards Office, China Federation of Logistics & Purchasing |
| 🏆 National Postal Industry Technical Talent Promotion Plan | State Post Bureau |
| 🏆 The 18th "Revitalization Cup" National Youth Vocational Skills Competition Employee Group Special Competition (Innovation and Efficiency Competition) National Finals Excellence Award | Central Committee of the Youth League of the Communist Party of China, Ministry of Human Resources and Social Security |
| 🏆 National Worker Pioneer Award (JINGDONG Logistics Fuyang Yingzhou Branch) | All-China Federation of Trade Unions |
| 🏆 National May Day Labor Medal | All-China Federation of Trade Unions |

| Awards | Awarding Body |
|--|---|
| 🏆 Advanced Collective in the National Ankang Cup Competition | All-China Federation of Trade Unions |
| 🏆 Beijing Municipal Enterprise Technology Center | Beijing Municipal Bureau of Economy and Information Technology |
| 🏆 Typical cases of commercial decision-making applications based on spatiotemporal big data and typical cases of deepening digital inclusive finance applications based on smart logistics big data selected for the <i>2024 Beijing Data Elements x Typical Case Collection</i> | Beijing Municipal Administration of Government Services and Data Management |
| 🏆 Big Data in Time and Space Helps Accelerate the Development of New Productive Forces, Winning Third Prize in the 2024 "Data Element x" Competition Beijing Competition | "Data Element x" Beijing Competition Organizing Committee |
| 🏆 Benchmark Enterprises in ESG Comprehensive Governance with Core Competitiveness | 2024 China International Fair for Trade in Services |
| 🏆 AAAAA Logistics Company | China Federation of Logistics and Purchasing (CFLP) |
| 🏆 The Title of "Pioneering Enterprise in Green Logistics" | Green Logistics Committee of CFLP |
| 🏆 ESG Innovation Practice Cases in Logistics and Supply Chain Enterprises | Green Logistics Committee of CFLP |
| 🏆 Top 100 National General Warehousing Enterprises (1st) | China Association of Warehousing and Distribution |
| 🏆 14th National Harmonious Business Enterprises | Association of China Commercial Enterprise Management |
| 🏆 2024 Green Express Demonstration Site | China Express Association |
| 🏆 2024 Green Express Delivery Demonstration Projects | China Express Association |
| 🏆 The intelligent perception and navigation control technology of heterogeneous autonomous unmanned systems in complex multi-domain environments won the First Prize for Technological Invention from the Chinese Association of Automation in 2024 | China Automation Society |
| 🏆 The AI-based warehouse inventory layout planning and dynamic production scheduling application won the Scientific and Technological Progress Award from the CCF in 2024 | China Computer Federation |
| 🏆 JINGDONG Logistics' Hydrogen Energy Urban Trunk Green Transportation Project was selected as a practical case for Beautiful China Construction | All-China Environment Federation |
| 🏆 2024 Best Corporate Governance Award | Hong Kong Institute of Certified Public Accountants |
| 🏆 Advanced Collective in the National Ankang Cup Competition | All-China Federation of Trade Unions |
| 🏆 In 2024, the S&P Global ESG Score Reached 58 Points, Ranking Among the Top in the Global Transportation Industry, Selected for the <i>S&P Global Sustainability Yearbook 2025</i> | S&P Global |
| 🏆 BB Level | Morgan Stanley Capital International (MSCI) |
| 🏆 B Level | Carbon Disclosure Project (CDP) |
| 🏆 A Level | Wind ESG Rating |

Sustainable Development Management >>

JINGDONG Logistics constantly improves its ESG governance structure and enhances ESG governance through scientific and standardized governance mechanisms. At the same time, we attach importance to the demands and expectations of stakeholders, establish smooth stakeholder communication channels, conduct regular analysis of material issues, and respond to the demands of all stakeholders in a timely manner.

ESG Governance Structure

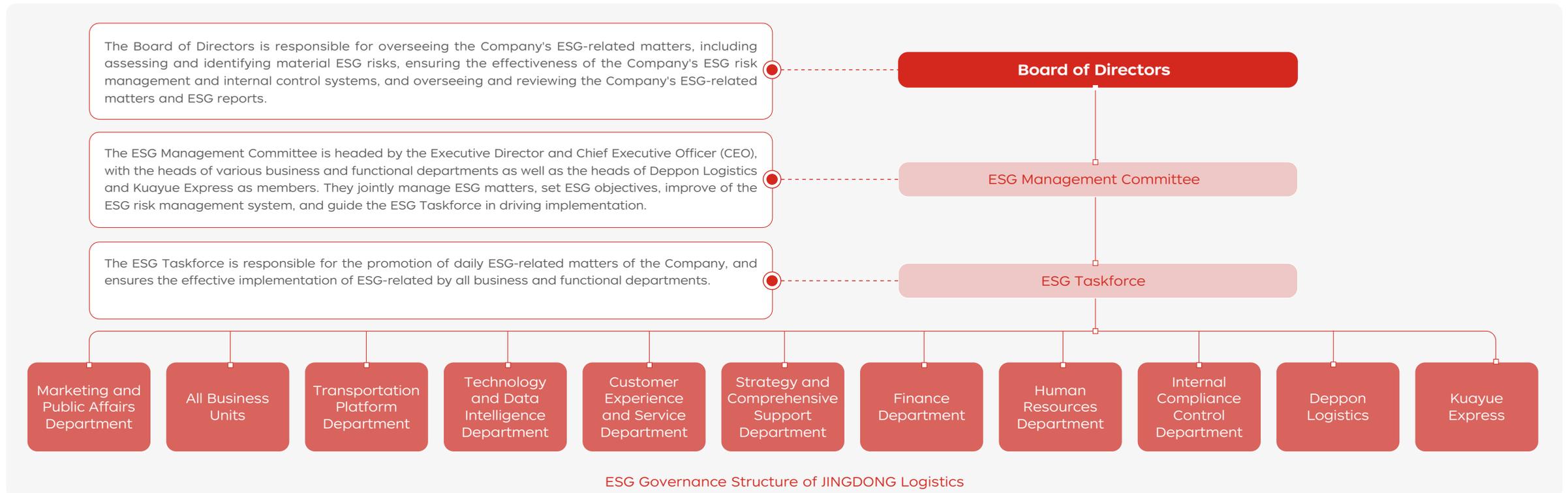
JINGDONG Logistics has put in place a top-down three-tier ESG governance structure, with the Board of Directors as the decision-making level, the ESG Management Committee as the management level, and the ESG Taskforce as the executive level. The joint linkage of three level guarantees the effective implementation of ESG-related work.

Statement of the Board of Directors

The Board of Directors of JINGDONG Logistics assumes full responsibility for ESG-related work of the Company. The Board of Directors has established an ESG Management Committee to comprehensively coordinate and oversee the Company's ESG-related matters. The Committee will regularly review significant ESG risks, supervise the implementation progress of ESG goals, and hear reports from the ESG Management Committee and the management team at least four times a year to ensure the effective implementation of the Company's ESG strategy.

The Board attaches great importance to the demands of stakeholders. Each year, the Board reviews the analysis of material ESG issues submitted by the ESG Management Committee to understand the important issues and expectations among stakeholders. Based on this, the Board reviews the Company's ESG goals and strategy, guiding the management team to optimize and improve management measures for material issues in a timely manner, driving the final implementation of the Company's ESG initiatives. In 2024, the Board conducted a focused review of the management progress and performance on topics such as quality products and services, health and safety, technology applications and innovation, climate change, and low-carbon development.

The responsibilities of the Board of Directors and the ESG Management Committee, along with the process of materiality analysis, management progress, and performance, have been comprehensively disclosed in this report. This Report has received an independent verification of reasonable assurance level from Beijing Jianheng Certification Center and has been reviewed and approved by the Board.



Stakeholder Communication

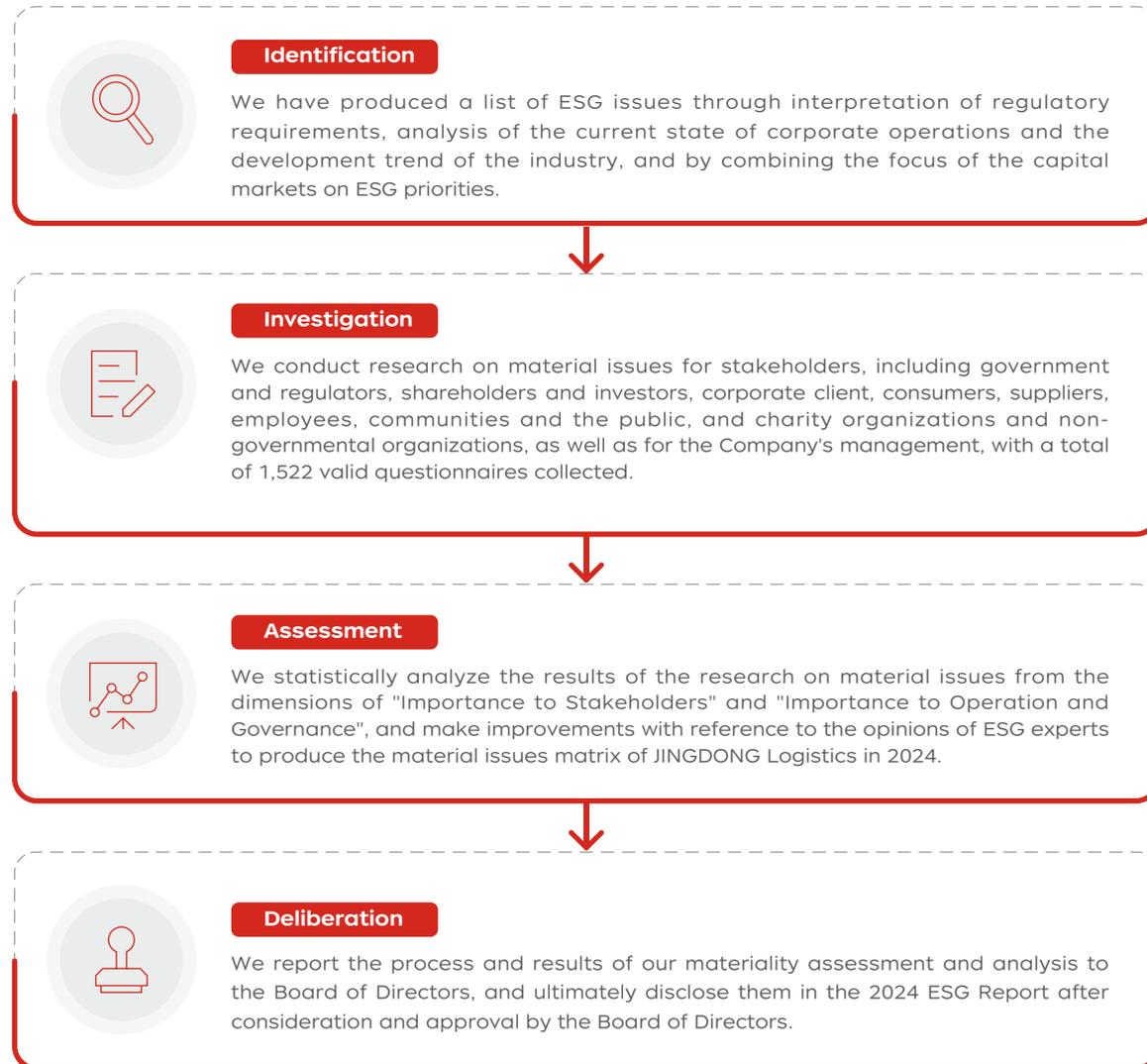
JINGDONG Logistics identifies stakeholders and potential stakeholders that have significant influence on the business development and decision-making actions of the Company through business relevance analysis and influence assessment. The Company takes the initiative to listen to stakeholders' needs and suggestions, puts in place regular communication mechanisms, timely understands and fully responds to stakeholders' demands, and works together with all stakeholders to promote corporate sustainable development.

Stakeholders' Main Concerns and Communication Channels

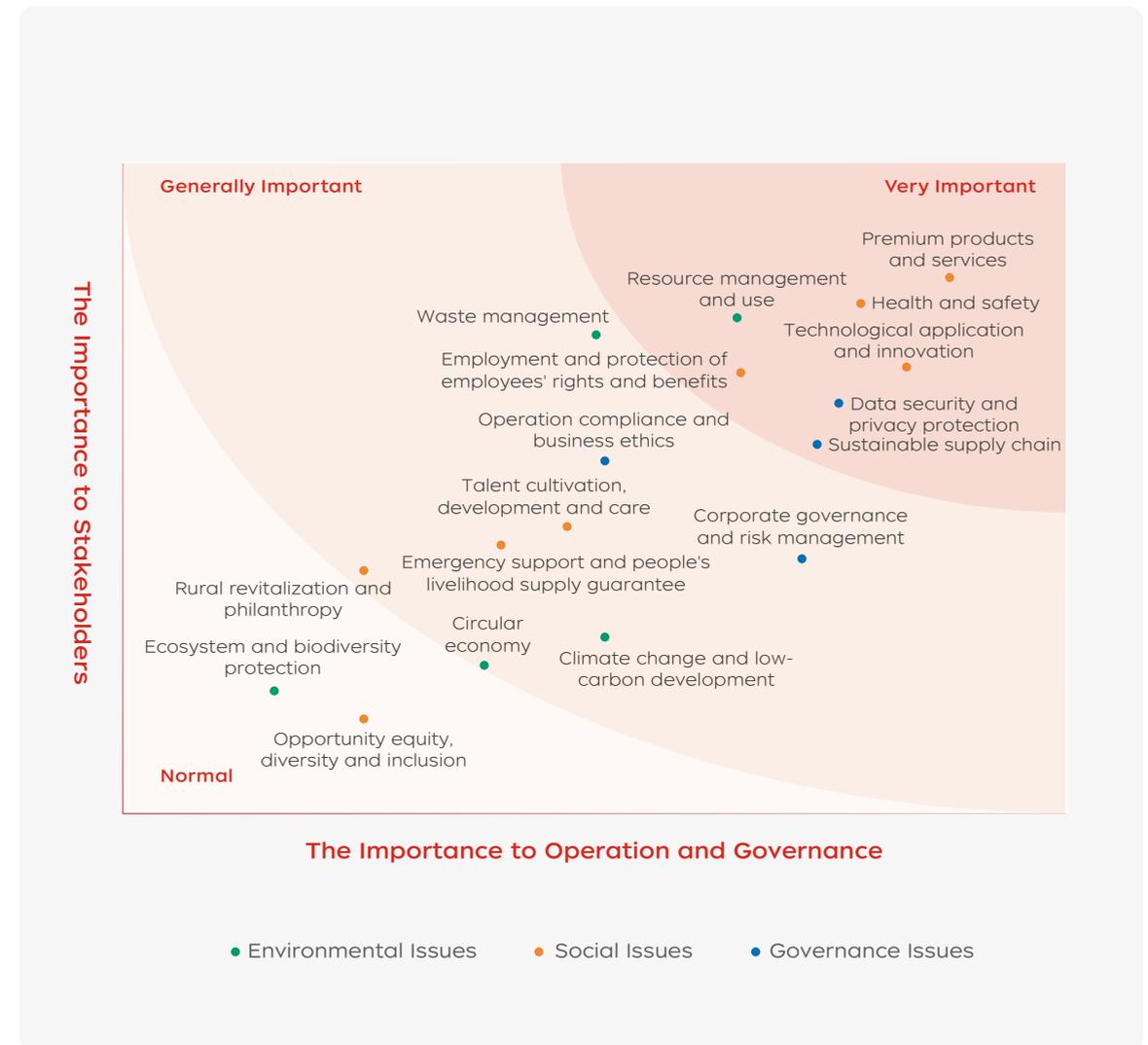
| Stakeholders | Main Concerns | | | Communication Channels | |
|--|--|--|---|--|---|
| Corporate clients  | <ul style="list-style-type: none"> Premium products and services Sustainable supply chain | <ul style="list-style-type: none"> Climate change and low-carbon development Data security and privacy protection | <ul style="list-style-type: none"> Resource management and use Circular economy | <ul style="list-style-type: none"> Service satisfaction survey Customer communication and complaint channels | <ul style="list-style-type: none"> Telephone, face-to-face meetings, and company visits Official WeChat account and other communication media |
| Consumers  | <ul style="list-style-type: none"> Premium products and services | <ul style="list-style-type: none"> Data security and privacy protection | <ul style="list-style-type: none"> Emergency support and people's livelihood supply guarantee | <ul style="list-style-type: none"> Service satisfaction survey Customer communication and complaint channels | <ul style="list-style-type: none"> Official WeChat account and other communication media Online customer service of the platform |
| Governments and regulators  | <ul style="list-style-type: none"> Corporate governance and risk management Operation compliance and business ethics Circular economy | <ul style="list-style-type: none"> Climate change and low-carbon development Data security and privacy protection Employment and protection of employees' rights and benefits | <ul style="list-style-type: none"> Emergency support and people's livelihood supply guarantee Rural revitalization and philanthropy | <ul style="list-style-type: none"> Daily reporting and communication, and proposing policy recommendation Industrial forums and conferences | <ul style="list-style-type: none"> On-site investigations and inspections Responding to inquiries and concerns from regulatory agencies |
| Shareholders and investors  | <ul style="list-style-type: none"> Corporate governance and risk management Operation compliance and business ethics Data security and privacy protection | <ul style="list-style-type: none"> Climate change and low-carbon development Circular economy Premium products and services | <ul style="list-style-type: none"> Sustainable supply chain Technological application and innovation | <ul style="list-style-type: none"> Telephone, face-to-face meetings, and company visits Corporate annual reports, quarterly reports, and announcements | <ul style="list-style-type: none"> Daily reporting and communication Roadshows |
| Suppliers  | <ul style="list-style-type: none"> Operation compliance and business ethics | <ul style="list-style-type: none"> Corporate governance and risk management | <ul style="list-style-type: none"> Sustainable supply chain | <ul style="list-style-type: none"> Supplier procurement, training, and evaluation | <ul style="list-style-type: none"> Industrial forums Supplier conferences |
| Communities and the public  | <ul style="list-style-type: none"> Emergency support and people's livelihood supply guarantee Rural revitalization and philanthropy | <ul style="list-style-type: none"> Climate change and low-carbon development Circular economy | <ul style="list-style-type: none"> Ecosystem and biodiversity protection | <ul style="list-style-type: none"> Official platforms such as websites and WeChat official accounts | <ul style="list-style-type: none"> External publicity materials |
| Directors and executives  | <ul style="list-style-type: none"> Corporate governance and risk management Operation compliance and business ethics Data security and privacy protection | <ul style="list-style-type: none"> Employment and protection of employees' rights and benefits Climate change and low-carbon development | <ul style="list-style-type: none"> Premium products and services Circular economy | <ul style="list-style-type: none"> Reporting to the Board of Directors Communication across all levels | <ul style="list-style-type: none"> Daily communication with the ESG Management Committee |
| Employees  | <ul style="list-style-type: none"> Employment and protection of employees' rights and benefits Talent cultivation, development and care | <ul style="list-style-type: none"> Health and safety | <ul style="list-style-type: none"> Opportunity equity, diversity and inclusion | <ul style="list-style-type: none"> Whole staff emails, communication meetings, and employee forums Workers' congresses Appeal mechanisms | <ul style="list-style-type: none"> Online and offline employee training and surveys Employee complaint mailbox Employee Voice platform |
| Charity organizations and non-governmental organizations  | <ul style="list-style-type: none"> Rural revitalization and philanthropy Climate change and low-carbon development | <ul style="list-style-type: none"> Resource management and use Circular economy | <ul style="list-style-type: none"> Ecosystem and biodiversity protection | <ul style="list-style-type: none"> Public welfare projects Public welfare industrial forums and activities | <ul style="list-style-type: none"> Volunteer activities |

Materiality Issues Analysis

In light of external ESG trends and corporate business development, JINGDONG Logistics makes unremitting efforts to improve the process for the materiality analysis of ESG issues. In 2024, we carried out materiality analysis of issues through the four stages of identification, investigation, assessment and deliberation, and identifies a total of seven highly material issues as the priority of our annual ESG management.



Materiality Issues Identification and Assessment Process



JINGDONG Logistics 2024 ESG Materiality Issues Matrix

Feature

Establishing a Global Supply Chain Network and Promoting Cross-Border Logistics Solutions

As global economic integration continues, trade interactions between countries have become increasingly frequent, and the logistics industry, serving as a bridge between production and consumption, has grown ever more significant. As a leading logistics company in China, we are actively advancing our globalization strategy by enhancing warehouse network density, optimizing transportation capacity structures, accelerating the export of technology, and promoting service upgrades. We are continuously strengthening our business layout across four regions: Asia-Pacific, Middle East, Americas, and Europe, committed to building a widely covered and efficiently coordinated global supply chain system.

2024 JINGDONG Logistics Global Service Awards



Ranked 25th

in the 2024 Global Top 50 Logistics Companies list released by the Chartered Institute of Logistics and Transport

Ranked 2nd

in the Brand Finance's Top 10 Strongest Logistics Brands in the World 2024

Received the "Best Logistics Service Provider" award at the 2024 Asian Freight, Logistics and Supply Chain Awards ceremony

Received the "Outstanding Cross-border E-commerce Service Provider" award at the 4th China Cross-border E-commerce and New E-commerce Trading Expo

Received the "Golden Service Provider" award at the 2024 China (Shandong) Cross-Border E-commerce Trade Fair

Received the "Best Service Provider" award at the 2024 China (Xiamen) Cross-Border E-Commerce Expo

² B2B: Business to Business.

³ B2C: Business to Consumer.

⁴ Ground Shipping 2-day delivery: a ground shipping service that guarantees transportation time from the origin to the destination within two days.

Warehouse Network

JINGDONG Logistics actively advances its global warehouse network development, enhancing warehouse network density, optimizing inventory management, and shortening delivery distances to provide faster and more accurate logistics services to consumers worldwide. As of the end of the Reporting Period, JINGDONG Logistics has operated over 100 bonded warehouses, international direct distribution warehouses, and overseas warehouses, with a total management area of over 1 million square meters.

Asia Pacific

In September 2024, JINGDONG Logistics Malaysia Warehouse 2 officially commenced operations. Covering an area of nearly 10,000 square meters, the facility is LEED-certified for green building standards. It supports Chinese brands going overseas and local cross-border businesses by providing B2B² and B2C³ warehousing and logistics services, along with integrated forward and reverse logistics solutions and other value-added services.



JINGDONG Logistics Malaysia Warehouse 2

Americas

JINGDONG Logistics has established a warehouse-centered supply chain network in the Americas, achieving Ground Shipping 2-day delivery⁴ across the US and providing integrated "door-to-door" logistics services via air, sea, and land transport.

In 2024, JINGDONG Logistics Americas focused on the apparel and consumer goods industry, providing customized services for clients and adding two new self-operated warehouses across the US.



JINGDONG Logistics Self-operated Warehouse in the Americas

Middle East

By the end of 2024, JINGDONG Logistics had established two Dubai Jebel Ali bonded self-operated warehouses and one Dubai local self-operated warehouse, enhancing the Company's logistics network in the Middle East. This development aims to provide more efficient and cost-effective supply chain services for the Chinese brands going overseas and local businesses.



JINGDONG Logistics Self-operated Warehouse in the Middle East

Europe

JINGDONG Logistics supports the storage of B2B and B2C inventory of the same type of goods in the same warehouse in Europe, achieving multi-channel collaboration for integrated management, and providing warehousing and delivery services covering a weight range of 0.1 kg to 100 kg.



JINGDONG Logistics Warehouse in Europe

Capacity Expansion

JINGDONG Logistics is actively building a comprehensive global transportation network, continuously expanding international channels for air, sea, land, and multimodal transport, while comprehensively improving logistics efficiency and service quality. On December 3, 2024, JD Airlines officially joined the International Air Transport Association, marking a further enhancement of JD Airline's service capabilities in the global air cargo sector and laying a solid foundation for the expansion of its international business.

Asia Pacific

In June 2024, JINGDONG Logistics and Sinotrans actively responded to market demand by launching the Nantong ⇄ Incheon route, operating three weekly flights. Primarily focused on exporting cross-border e-commerce goods and industrial components, as well as importing general trade commodities, this route provides a more convenient and efficient logistics channel for businesses in China and South Korea.

In October 2024, JINGDONG Logistics officially launched an international route connecting Shenzhen, China, to Kuala Lumpur, Malaysia, focusing on transporting goods for multiple cross-border e-commerce platforms and Chinese brands going overseas. The route operates two to five flights weekly, facilitating the rapid delivery of Chinese goods to Southeast Asia while bringing Southeast Asian products into China.



China Shenzhen ⇄ Malaysia Kuala Lumpur International Route

Europe

As of the end of 2024, JINGDONG Logistics supported local direct delivery to over 20 local warehouses in 8 countries including Germany, France, the Netherlands, Belgium, Italy, Poland, the UK, and Spain in Europe. We offer transportation modes including full-truckload transport, less-than-truckload transport, full-container transport, and carpool transport, with trunk lines covering 27 EU countries and remote pan-European destinations.

Beyond that, JINGDONG Logistics had established close partnerships with multiple third-party logistics providers, creating a comprehensive logistics service capability covering the entire supply chain. This includes port clearance, port-to-warehouse transport, inter-warehouse logistics, and ToB⁶ and ToC warehouse distribution services, enabling an efficient and flexible logistics network across the European region.

Middle East

By the end of 2024, JINGDONG Logistics had established cooperative relationships with multiple maritime resource service providers in the Middle East. Its transportation network fully covers air and sea cross-border transport, local and cross-border land transport, local and international express services, as well as local customs clearance and delivery, forming an efficient and diversified transportation service system.

Americas

By the end of 2024, JINGDONG Logistics had collaborated with 50 transportation service providers in the Americas, offering comprehensive coverage across the US and supporting cross-border transportation between the US, Mexico, and Canada. Its primary delivery services include full-truckload transport, less-than-truckload transport, trailer services, store delivery, large-item ToC⁵ services, and Amazon transport.

JINGDONG Logistics has engaged in strategic partnerships with logistics companies for last-mile delivery of small parcels, aiming to meet more efficient delivery needs and enhance customer experience.

Technology Going Global

JINGDONG Logistics integrates intelligent devices, digital systems, and diverse scenarios to deliver numerous smart logistics projects globally. It has established hundreds of "Smart Factories" offering digital, intelligent, and integrated hardware-software logistics technology products and solutions to numerous overseas manufacturing enterprises. This significantly enhances operational efficiency, effectively controls costs, and drives business growth efficiently.

Asia Pacific

In the nearly 10,000-square-meter Sydney Warehouse 1 of JINGDONG Logistics, numerous automated ground vehicles (AGV) are deployed, efficiently handling tens of thousands of SKUs⁷. The application of automated equipment has increased the picking efficiency of small and medium-sized items in the warehouse by more than five times, while the overall fulfillment efficiency within the warehouse has improved by over 100%.



JINGDONG Logistics Sydney Warehouse 1

Middle East

In June 2024, JINGDONG Logistics formed a strategic partnership with an electricity company. Leveraging JINGDONG Logistics' digital supply chain operation and management capabilities, the collaboration involves providing integrated smart warehouse hardware and software solutions, as well as intelligent logistics park solutions. This initiative achieves the upgrade and automation of dozens of warehouses and building an intelligent supply chain system spanning the Middle East and North Africa regions.



JINGDONG Logistics Automated Warehouse Equipment

Americas

In May 2024, JINGDONG Logistics deployed and launched automated sorting equipment, including 3D auto rebin wall, at two key warehouses in the Americas region, LAX2 and NYC2. This resulted in a 10% improvement in overall sorting efficiency. The Company also streamlined the packaging process significantly by introducing scan-free packing functionality and integrating radio frequency identification equipments, laying the groundwork for advancing packaging automation in the future.

Europe

JINGDONG Logistics continues to promote intelligent upgrading in Europe, focusing on building a smart logistics system centering on the three core links of warehousing, sorting, and transportation. The operational efficiency and sorting accuracy are significantly improved by deploying intelligent warehousing systems and automated sorting equipment. In addition, an intelligent transportation management platform is established to achieve dynamic route optimization based on an algorithm-driven intelligent scheduling system, thereby effectively reducing carbon emissions while lowering transportation costs.

⁵ ToC: To Customer.
⁶ ToB: To Business.
⁷ SKU: Stock Keeping Unit.

Service Upgrade

Over the past two years, JINGDONG Logistics has launched International Express and International Standard Express services, enabling shipping from most regions in China and covering major countries across Asia-Pacific, Europe, and Americas, providing global consumers with convenient, efficient, and high-quality delivery services. By the end of 2024, JINGDONG Logistics' service network had spanned nearly 80 countries and regions, with delivery time as fast as three days in Europe and America.

JINGDONG Logistics continues to advance its integrated overseas supply chain and logistics services across regions such as Europe, North America, and Southeast Asia. By providing comprehensive warehousing and distribution solutions for multiple Chinese and local brands, it effectively meets customer needs, optimizing and streamlining various supply chain stages. This significantly enhances customer operational efficiency and market responsiveness.



Covering nearly 80 countries and regions, with delivery time as fast as three days

JINGDONG Logistics Service Coverage

Asia Pacific

In 2024, JINGDONG Logistics helped a cross-border e-commerce enterprise carry out reverse warehousing business in Hong Kong (China) for the first time. We provided effective support to the customers' business development needs through specialized warehousing management and standardized operating procedures, offering a more comprehensive supply chain solution.

Middle East

In February 2025, JINGDONG Logistics partnered with an automobile brand to launch the largest automotive spare parts center in the Middle East, located in Dubai. JINGDONG Logistics' globally leading expertise in warehouse operations ensured the best planning and design of the center. Advanced intelligent inventory management technologies were implemented across various areas, offering integrated supply chain services covering the Middle East and North Africa. This significantly improved spare parts logistics efficiency and supported the brand's market expansion in the region.



Automotive Spare Parts Center

Americas

JINGDONG Logistics focuses on the opportunities in emerging industries in the United States, with the aim of building differentiated supply chain solutions centered on industry-specific warehouse and distribution services. At the initial stage, we rapidly expanded our coverage through a collaborative warehouse network layout to ensure timely delivery to customers. Along with that, we focused on promoting the construction of vertical warehouses in industries such as clothing to meet the personalized needs of customers in different sectors.

Europe

In January 2024, JINGDONG Logistics entered into a strategic partnership with one of the UK's largest parcel delivery companies. By leveraging the combined strengths of both parties in the logistics and supply chain sector, we jointly developed a two-way logistics service covering China and the UK, offering integrated supply chain solutions that encompass commerce and logistics for Chinese brands going overseas and international customers.

Leveraging years of experience and presence in global markets, JINGDONG Logistics has established an extensive logistics network and an efficient supply chain system. To further advance its globalization strategy, in December 2024, JINGDONG Logistics officially launched the "Global Smart Supply Chain Network" plan 2.0 roadmap at the JINGDONG Logistics 2025 International Integrated Supply Chain Strategy Press Conference. This initiative aims to comprehensively advance the construction of a global warehouse network, aviation network, and global express delivery capabilities, providing comprehensive, efficient, and high-quality logistics services for international brands and overseas customers.

"Global Smart Supply Chain Network" Plan 2.0 Roadmap

2-3 Day Delivery Circle

Expanding the global overseas warehouse area by over 100% by the end of 2025, JINGDONG Logistics will establish a comprehensive 2-3 day delivery zone covering 19 countries and more than 50 self-operated overseas warehouses worldwide.

Global E-commerce Inventory Integration

Utilizing a comprehensive global logistics supply chain infrastructure and service network, JINGDONG Logistics supports customers in achieving integrated global e-commerce management. Introducing the 72-hour streamlined reverse return service and the overseas warehouse integrated delivery and installation service for large items to enhance e-commerce operational efficiency.

International Aviation Network

Building a self-operated aviation network to establish the "11668" global supply chain "air artery" - with Wuhu Global Port as the international aviation hub and Nantong as JD Airlines' primary operating base, this network encompasses 68 domestic and international cargo aircraft stations and creates six regional aviation hubs both domestically and internationally.

Global Express

Expanding delivery service coverage and enhancing capabilities across multiple sectors, JINGDONG Logistics continues to meet domestic and international customers' demands for faster and superior services.



JINGDONG Logistics 2025 International Integrated Supply Chain Strategy Press Conference

Feature

Comprehensive Support for National Subsidies to Boost Market Vitality

Rapid Response and Innovative Service Solutions

For the first time, JINGDONG Logistics has introduced a "10+2"⁹ customized and specialized service package. Customers can freely combine these services in various ways, creating on-demand service solutions based on different platforms and provincial-level requirements. Our customized services are enhanced by AI technology, enabling immediate response upon receiving "National Subsidy" orders to ensure optimal delivery efficiency.

Leveraging a network of over 370,000 JD delivery personnel and an industry-first integrated solution of "Delivery, Installation, Disassembly, and Recycling"¹⁰, JINGDONG Logistics ensures the seamless execution of the "National Subsidy" program for large



JINGDONG Express courier delivers the product to the doorstep and provides installation services

Since the implementation of the large-scale equipment upgrade and trade-ins for consumer goods⁸ in 2024, JD.com has promptly engaged in supporting and facilitating the trade-in subsidies (hereinafter referred to as the "National Subsidy"). As a leading logistics service provider in China, JINGDONG Logistics is committed to ensuring the safe, efficient, and precise execution of the "National Subsidy" policy.

household appliances and other bulky goods. Additionally, through the "synchronized pickup and delivery" service and cross-category trade-in option allowing up to six old electronic devices to be recycled at once, consumers can conveniently trade in their old devices and receive new ones without leaving their homes, significantly streamlining the trade-in process.

For the 13th consecutive year, JINGDONG Logistics has maintained its commitment to delivering during the Spring Festival, ensuring that consumers can place and receive orders even on the first day of the Chinese New Year, allowing them to enjoy newly upgraded products throughout the holiday season.



JINGDONG Logistics home delivery during Chinese New Year

Technology Support for Accurate Order Tracking and Traceability

With long-term investment in innovation, JINGDONG Logistics has built a robust intelligent supply chain system to manage "National Subsidy" goods with precision across inventory, order fulfillment, and delivery, particularly in sectors such as home appliances. By leveraging big data analytics, we accurately predict consumer demand, ensuring the smooth and secure flow of goods through the supply chain to meet diverse customer needs.

Unlike conventional purchases, the "National Subsidy" program requires additional verification and approval steps, making process standardization crucial to ensuring that subsidies directly benefit consumers. Beyond standard delivery services such as doorstep delivery and proof-of-receipt photography, JINGDONG Logistics has integrated its Super Brain AI Model, utilizing AI-powered image recognition, scene detection, and barcode tracking technologies to meticulously manage electronic product labels. This enables real-time logistics monitoring, precise tracking, and traceability, ensuring the authenticity of subsidized purchases.



JINGDONG Express courier assists "National Subsidy" consumers with offline mobile phone inspection

⁸ [Several Measures to Intensify Support for Large-scale Equipment Upgrades and Trade-ins for Consumer Goods.](#)

⁹ The "10" represents the ten fundamental or core delivery services provided by JINGDONG Logistics, while the "2" refers to two additional specialized or value-added services tailored to meet consumers' personalized needs.

¹⁰ One-stop services including delivery and installation of new appliances as well as the disassembly and recycling of old ones.

Comprehensive Service Coverage, Expanded Service Scope

JINGDONG Logistics continues to expand its delivery service coverage, actively building a nationwide logistics network that reaches both urban and remote areas, ensuring that the "National Subsidy" policy benefits a broader range of consumers. By the end of 2024, JINGDONG Logistics' service network had extended to nearly all county-level administrative regions across the country.

To promote the implementation of the "National Subsidy" program in remote areas, JINGDONG Logistics has launched "Township Service Stations" in 2024, establishing village-based service points to improve delivery quality and efficiency. This initiative ensures seamless village-level delivery and in-home installation, providing consumers in rural areas with the same level of service as those in cities. By the end of the Reporting Period, there are consumers from more than 90% of country-level rural areas nationwide utilizing JINGDONG Logistics' trade-in services, extending the benefits of the policy to every corner of urban and rural China.

By the end of the Reporting Period

There are consumers from more than

90%

of country-level rural areas nationwide utilizing JINGDONG Logistics' trade-in services

Supporting Remote Areas with State Subsidies Delivery Services

Case

Delivering a smart refrigerator to the depths of the mountain: At Tiankengzhai in Chongqing Xiannv Mountain, JINGDONG Logistics' large-appliance delivery personnel completed a single trip of over three hours to deliver a smart refrigerator to a local resident's home. They also collected old appliances, ensuring prompt response and precise delivery of National Subsidized goods.

Delivering a household appliance trio: In Kangding, Sichuan, Xizang consumer Zhuoma purchased a set of three home appliances supported by national subsidies. Upon receiving the order, JINGDONG Logistics promptly responded and completed the delivery on the same day, ensuring the consumer could fully benefit from the convenience brought by the subsidies.



JINGDONG Express couriers recycling old appliances



JINGDONG Logistics vehicle delivering packages in remote areas

Benefited the People and Stimulated Market Vitality

As one of the key platforms supporting the national subsidies initiative, JD provides consumers with real benefits. When consumers purchase home appliances from the 12 categories covered by the national subsidies initiative, they can enjoy price discounts, receiving a subsidy of 15% of the selling price. For home appliances with energy efficiency or water efficiency ratings of Class 1 or higher, the country offers an additional subsidy of 5% of the final selling price. This means that for appliances with Class 1 or higher energy efficiency, the total discount can reach up to 20%.

In 2025, JINGDONG Logistics' national-subsidized trade-in service had expanded to over 200 subcategories, including home appliances, furniture, building materials, 3C products, digital devices, automobiles, electric bicycles, health equipment, and fitness gear. Through a series of efficient and convenient logistics service solutions, we have enhanced the overall consumption experience for the public, made it easier to purchase, and reduced consumers' costs, helping people enjoy national subsidies. This has stimulated market consumption demand, injected new vitality and momentum into the consumer market, and promoted the healthy development of the economy.

Feature

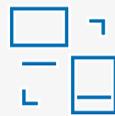
Fueling Progress with Digital Intelligence

JINGDONG Logistics is committed to its corporate mission of "technology-driven to lead global efficient circulation and sustainable development". The Company strives to build a global intelligent supply chain infrastructure leveraging digital and intelligent technology, fostering the intelligent and efficient development of the logistics industry. Dedicated to translating cutting-edge scientific advancements into practical applications, the Company enhances quality management through technology by automating operations, digitizing processes, and intelligentizing decision-making. In 2024, JINGDONG Logistics' total R&D investment was nearly RMB 3.6 billion.

In 2024

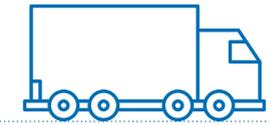
JINGDONG Logistics' total R&D investment was nearly

RMB **3.6** billion



Intelligent Warehousing and Handling: Forging a New Era of Efficient Logistics

In the logistics industry, warehousing and handling efficiency directly affects the overall performance of the supply chain. JINGDONG Logistics has comprehensively optimized its warehousing and handling processes with its intelligent logistics system, to offer customers efficient and flexible solutions.



Zhilang System Sets a New Benchmark for Efficient Warehousing and Handling

Case

JINGDONG Logistics' Zhilang, through its "Standard Edition" and "Shuttle Edition" solutions, utilizes core algorithmic models tailored for complex scenarios, driving technological innovation to cater to the diverse requirements of multiple industries. It has effectively resolved the challenges of high costs and inefficient space utilization inherent in traditional automation equipment, offering a one-stop and intelligent upgrade pathway from warehousing to picking, has revolutionized the intelligence of modern warehousing.

The Standard Edition, leveraging a combination of "Zhilang Handling Robot" and "Zhilang Flying Ladder Robot," is tailored for standard bin storage under 12 meters in height, achieving four times the industry average storage efficiency through utilizing vertical space. Its modular design enables flexible adaptation to business fluctuations and has been successfully applied across industries like apparel, e-commerce, pharmaceuticals, and 3C. With a 30% shorter return on investment cycle compared to similar solutions, it effectively addresses the high costs and limited storage capacity of existing automation equipment.

The Zhilang's Shuttle Edition System, equipped with core components like shuttle vehicles and elevators, supports ultra-high warehousing up to 30 meters and operates in temperatures ranging from -20°C to 45°C. Its ultra-narrow 0.7-meter aisle design enhances space efficiency by eightfold. Achieving a 99.99% picking accuracy rate and boasting 13,000 hours of fault-free operation, the system offers high-density and highly stable intelligent warehousing solutions for industries such as third-party logistics (3PL) and intelligent manufacturing.



Zhilang Goods-to-Person System

Intelligent Delivering and Innovative Technologies: Leading the Logistics Industry

As consumer expectations for faster delivery and better service grow, intelligent delivering technology has become a pivotal focus in the logistics industry. JINGDONG Logistics is advancing the intelligent transformation of delivery operations through initiatives like its sixth-generation autonomous vehicle technology.

The Sixth-Generation Intelligent Delivery Vehicles

Case

In September 2024, JINGDONG Logistics unveiled its sixth-generation intelligent delivery vehicle equipped with a large perception model at the 16th International Exhibition on Transport Technology and Equipment. This product integrates 10 core technologies, including high-precision positioning, fusion perception, and behavior prediction. By incorporating an advanced large perception model, it has expanded the vehicle's detection range for identifying and monitoring the surrounding environment by 19 times. Meanwhile, it has significantly improved the vehicle's accuracy in recognizing obstacles, pedestrians, and other targets, as well as its response speed, resulting in a threefold enhancement in perception performance. Currently, JINGDONG Logistics operates intelligent delivery vehicles in nearly 30 cities, serving diverse scenarios such as residential communities and commercial areas.



JINGDONG Logistics Sixth- Generation Autonomous Vehicle Technology

Digital and Intelligent Platforms: Facilitating the continuous upgrading of supply chain logistics

JINGDONG Logistics continuously engages in exploration and innovation at the forefront of digital and intelligent development, striving to apply the state-of-the-art technologies to the continuous upgrading of supply chain logistics. It extensively engages in the real economy and further leverages the fundamental, strategic, and leading role of modern logistics to promote the reduction of social logistics costs and the high-quality development of industrial economy.

"YUTU" The Figure Digital Intelligent Space-time Platform

Case

The "YUTU" Figure Digital Intelligent Map, a digital intelligence spatiotemporal platform, is based on the hundred million-scale data from the fully integrated end-to-end supply chain of JD.com, including multi-source heterogeneous big data such as business flow, logistics, information flow, and financial flow. The platform provides three major functional modules, namely full-scenario GIS, intelligent address system, and geospatial insight, which help enterprises with grid insight analysis, intelligent site selection, targeted marketing, high-accuracy order distribution, and scheduling and operation optimization. It also assists in managing the six key elements of people, vehicles, goods, venues, customers, and sales from the perspective of government and enterprise management and operation, enabling cost reduction, efficiency improvement, and revenue increase. Currently, it has been implemented in hundreds of cooperation cases.

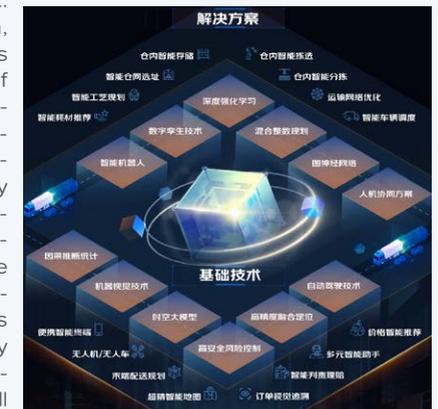


"YUTU" The Figure Digital Intelligent Map Platform

"JINGDONG Logistics Super Brain" featuring a panoramic view of digital and intelligent supply chain technologies

Case

JINGDONG Logistics has upgraded its "JINGDONG Logistics Super Brain" featuring a panoramic view of digital and intelligent supply chain technologies. It has integrated big models, digital twins and other technologies, focusing on cost reduction and efficiency improvement throughout the entire supply chain. It has covered intelligent planning, intelligent warehousing, intelligent operation and distribution, intelligent customer service, intelligent marketing and other application scenarios, achieving comprehensive intelligence in assisting decision-making, operational optimization and commercial value addition. JINGDONG Logistics Super Brain has integrated digital twin technology and combined data-driven network planning models with simulation to achieve intelligent planning of warehousing networks, transportation networks, and distribution networks, driving the global optimization of the supply chain on the basis of balancing costs, efficiency, and experience. JINGDONG Logistics Super Brain has included the service experience of JINGDONG Logistics' supply chain in all scenarios, and deeply integrated big model technology, achieving the training of industry-specific large language models based on the massive operation and distribution data, and multimodal data such as corpora, videos and audios obtained from intensive cultivation in the logistics industry. It has orchestrated the business cognitive framework with multiple intelligent agents, penetrating and embedding in the entire chain of warehousing, transportation, distribution, customer service, and marketing, thus continuously promoting cost reduction and efficiency improvement. In terms of application, JINGDONG Logistics has been at the forefront of implementing the logistics large language model across dozens of scenarios, including anomaly control, process automation, and intelligent interaction. The logistics large language model continuously demonstrates its effectiveness in the early identification and prevention of anomalies, as well as enhancing human efficiency. Moreover, it keeps empowering hundreds of thousands of frontline employees.



"JINGDONG Logistics Super Brain" featuring a panoramic view of digital and intelligent supply chain technologies

Digital and Intelligent Transportation Fulfillment Decision-Making Platform Case

JINGDONG Logistics' "Digital and Intelligent Transportation Fulfillment Decision-Making Platform" has won the 2024 German IF Design Award and the Red Dot Design Award. By integrating technologies like artificial intelligence, big data, and the Internet of Things, it enables intelligent management across the logistics transportation chain. The platform optimizes transportation routes and resource allocation by factoring in cargo volume forecasts, delivery timelines, and carbon emissions, thereby reducing cargo handling times and vehicle idle periods. This platform has boosted JINGDONG Logistics' transportation efficiency and delivered significant cost savings and operational improvements to hundreds of thousands of enterprise customers. In the Jiangxi Nankang furniture market, JINGDONG Logistics has shortened furniture delivery timelines by 1.5 days and cut damage rates by 50% through intelligent scheduling for route optimization.

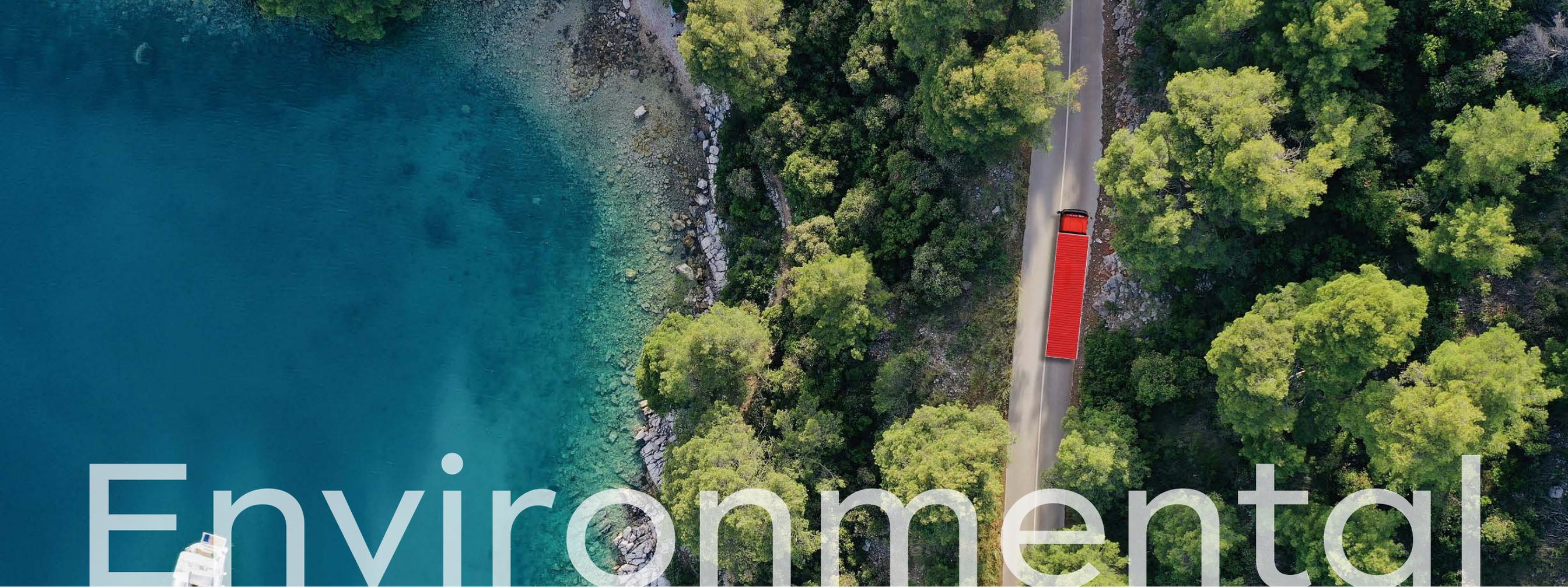
"JH" Digital and Intelligent Supply Chain Platform Case

JINGDONG Logistics has introduced the "JH" Digital and Intelligent Supply Chain Platform, providing enterprises with intelligent decision-making services including sales forecasting, inventory alerts, and smart replenishment. This platform has boosted supply chain efficiency for enterprises and set a replicable example of digital transformation for the industry. For example, by partnering with JINGDONG Logistics, a company of household appliances has developed four core models for network, inventory, forecasting, and replenishment, integrating supply chain business systems and enabling data-driven intelligent decision-making, which has uncovered cost optimization opportunities amounting to tens of millions of RMB. Furthermore, a beer company has achieved end-to-end cost optimization in its supply chain through the "JH" platform, resulting in savings of tens of millions of RMB.

We have intensified our efforts in technological innovation and R&D for intelligent logistics parks, earning numerous prestigious awards. Projects like JINGDONG Logistics' "JD.com International Digital and Intelligent Transportation Platform" secured the First Prize in Science and Technology Progress at the 2024 Modern Logistics Technology Innovation and Hub Economy Development Conference, Kuayue Express won the second Prize in Science and Technology Progress of the China Federation of Things. Overall, JINGDONG Logistics achieved 11 scientific and technological innovations and application results, receiving both the Science and Technology Progress Award and the Science and Technology Invention Award, reaffirming its leading position in the industry.



The Award Ceremony for the 2024 China Federation of Logistics & Purchasing (CFLP) Science and Technology Progress Award



Environmental

01

Environmental: Co-Building a Green Ecosystem

Against the backdrop of increasingly severe global climate change and environmental challenges, green logistics has become a crucial driver for sustainable economic and societal development. As a practitioner and leader in green logistics, JINGDONG Logistics continues to explore innovative solutions. Through the Green Stream Initiative, we have established exemplary practices in areas such as green warehousing, green transportation, and green packaging. Leveraging our collaborative role, we work with partners across the value chain to collectively preserve a thriving ecosystem.

Sustainable Development Goals, SDGs



Strengthening Environmental Management >>

JINGDONG Logistics strictly adheres to *the Environmental Protection Law of the People's Republic of China, the Energy Conservation Law of the People's Republic of China, the Water Law of the People's Republic of China*, as well as relevant laws and regulations of its operating countries. The Company actively supports the plan of the International Decade for Action on Water for Sustainable Development (2018-2028) initiated by the UN Water Mechanism, developing a comprehensive *Environmental Management Policy* covering the full logistics lifecycle, strengthening its environmental management structure, and implementing measures to protect the environment. These efforts aim to minimize environmental impact while expanding business operations. As of 2024, JINGDONG Logistics had obtained ISO 14001 environmental management system certification.

JINGDONG Logistics established *the Environmental Factor Identification and Evaluation Form* for its warehouse hardware production, encompassing processes such as design, packaging, and manufacturing. This initiative identified 111 potential environmental factors, focusing on key concerns such as electricity consumption, fire risks, and solid waste disposal. Out of these, three Important Environmental Factors were strictly controlled. We also adopted advanced monitoring technologies and equipment to enable real-time tracking and precise management of environmental factors. Furthermore, we strengthened collaboration with local ecological and environmental authorities to ensure all operations comply with the latest environmental regulations and standards. In 2024, JINGDONG Logistics reported zero major environmental incidents and received no penalties for significant pollution violations.

In 2024, JINGDONG Logistics

- Obtained **ISO 14001** environmental management system certification
- Reported **zero** major environmental incidents
- Received **no** penalties for significant pollution violations



¹¹ CDP: Carbon Disclosure Project.

¹² "Green Warehouse" Label: Certified and issued by the China Warehousing and Distribution Association in accordance with the *National Standard of Planning and Design Parameter of General Warehouse and Warehouse Area (GB/T 28581)*, the *Industry Standard of Green Warehouse equipments and Evaluation (SB/T 11164)*, and the *Green Warehouse Certification Measures*.

¹³ GLEC: Global Logistics Emissions Council.

¹⁴ SCEMP: Supply Chain Emission Management Platform.

Green and Low-Carbon Transition

JINGDONG Logistics places great importance on low-carbon transition, integrating low-carbon development into its key strategic priorities. In 2024, we aimed to implement the first phase of its emission reduction plan through measures such as promoting new energy vehicle adoption, utilizing green circular packaging solutions, and expanding the supply chain carbon management platform. Looking ahead, we will continue advancing green supply chain initiatives, encouraging more partners to join us in exploring innovative, low-carbon, and sustainable industry models.

JINGDONG Logistics Collaborates with Organizations to Launch the Climate and Low-Carbon Transition Partnership Initiative Case Initiative

On September 23, 2024, at the 16th International Exhibition on Transport Technology and Equipment, JINGDONG Logistics joined forces with leading enterprises such as Decathlon Logistics China, Mengniu Group, JA Solar Technology, GWM, Michelin China, Erdos Group, as well as organizations like the All-China Environment Federation (ACEF), the China Forum of Environmental Journalists (CFEJ), and CDP¹¹. Witnessed and supported by the Global Sustainable Transport Innovation and Knowledge Center of the Ministry of Transport, they officially launched the Climate and Low-Carbon Transition Partnership Initiative. This initiative aims to accelerate green upgrades across the entire industrial chain through cross-industry collaboration, address systemic challenges posed by global climate change, and promote sustainable transformation for industries and value chains.



JINGDONG Logistics collaborates with various organizations to launch the Climate and Low-Carbon Transition Partnership Initiative

JINGDONG Logistics Emission Reduction Plan

Phase 1 (2023-2030)

- Phasing out R22 refrigerant
- Implementing smart energy efficiency management for warehouse
- Piloting/promoting the use of photovoltaic power, hydrogen energy, biodiesel, and other renewable energy sources
- Recycling heat of data center
- Promoting the "carbon-neutral" experience of Xi'an Asia No. 1 smart industrial parks
- Piloting/adopting hydrogen fuel heavy trucks, battery swapping, intermodal transportation, and optimizing transportation methods
- Promoting the Green Stream Initiative, researching and developing new recyclable packaging materials, and promoting packaging recycling
- Advancing smart lighting, shared office spaces, glass curtain wall renovations, and paperless office initiatives
- Promoting digital platforms and working with integrated supply chains to reduce carbon emissions

Phase 2 (2030-2050)

- Promoting "carbon-neutral" logistics parks
- Researching, piloting, and promoting park-based charging & battery swap infrastructure and energy storage technologies
- Piloting, applying, and promoting hydrogen fuel heavy trucks, ammonia-powered trucks, and biodiesel trucks
- Purchasing green electricity/renewable energy certificates (RECs) and diversified carbon credits
- Using smart and shared pallet
- Alliance with integrated supply chain partners to reduce carbon emissions

Progress in 2024

- Awarded a total of 10 warehouses the "Green Warehouse" Label¹², among which there were five Grade 1 (three-star) green warehouses and five Grade 2 (two-star) green warehouses
- Installed solar roofs across parks, warehouses, and sorting centers, with a total capacity reaching 139.22 MW. Achieved annual solar power usage of 61,143.92 MWh
- Established a total of 64 hydrogen-powered vehicle transport routes, covering the Beijing-Tianjin-Hebei region, and reduced diesel consumption by approximately 600,000 liters annually
- Promoted efficient packaging resource utilization through reduction, recycling, and degradation by implementing X-series cardboard boxes, slimmed-down tapes, and reusable packaging solutions
- Obtained ISO 14064, ISO 14083, ISO 14068, and the European Smart Freight Centre GLEC¹³ certification for the fully independently developed supply chain carbon management platform: SCEMP¹⁴

Leading Green Logistics >>

JINGDONG Logistics continues to drive green transformation by implementing various eco-friendly practices across warehousing, transportation, packaging, office operations. We aim to lead the industry and build an environmentally sustainable supply chain ecosystem.

Green Warehousing

JINGDONG Logistics is dedicated to advancing green warehousing by carefully considering design and operational characteristics across storage processes and implementing a range of initiatives to drive transformation. In location selection and planning, we evaluate land resources and surrounding ecosystems holistically to ensure harmonious economic and environmental development. For energy utilization, we introduce intelligent systems, upgrade warehousing equipment, and continuously increase the share of renewable energy, working towards the creation of modern industrial parks that integrate production, ecology, and living spaces seamlessly. By the end of the Reporting Period, JINGDONG Logistics had 10 warehouses awarded the "Green Warehouse" Label, among which there are 5 Grade 1 (three-star) green warehouses and 5 Grade 2 (two-star) green warehouses.

Green Stream Initiative

Since 2017, JINGDONG Logistics has partnered with nine leading brands to launch the "Green Stream Initiative", aimed at exploring applications for green packaging, green transportation, green warehousing, and green technology. This initiative, positioned as a strategic project for the Company, has driven the participation of over

200,000 merchants and **hundreds of millions** of consumers in green logistics efforts over the past seven years, significantly amplifying its impact.

By the end of the Reporting Period

The number of warehouses have been awarded the "Green Warehouse" Label;

10

The number of Grade 1 (three-star) green warehouses

5

The number of Grade 2 (two-star) green warehouses.

5



By the end of the Reporting Period

Solar panel installations on rooftops in parks, warehouses, and sorting centers reached a total installed capacity of

139.22_{MW}

Effectively reducing carbon emissions by

50,902_{tonnes}

Annual photovoltaic energy usage totaled

61,143.92_{MWh}



In warehouse design

- During the location selection stage, we utilized Geographic Information System (GIS) overlay analysis to avoid red-line areas such as national wetlands and migratory bird pathways. Priority was given to industrial land or brownfields with low ecological impact for development, ensuring the preservation of biodiversity and maintaining ecosystem integrity
- We applied the sponge city concept by incorporating permeable pavement, sunken green spaces, and other infrastructure to effectively collect, store, and naturally purify rainwater. This water was utilized for daily irrigation and landscape replenishment in the park, achieving efficient rainwater use and source reduction of emissions
- We incorporated various innovative technologies and green building concepts to create comprehensive green and low-carbon storage facilities
- Focusing on clean energy utilization, we significantly increased the proportion of solar energy usage through the adoption of distributed photovoltaic systems. By the end of the Reporting Period, solar panel installations on rooftops in parks, warehouses, and sorting centers reached a total installed capacity of 139.22 MW. Annual photovoltaic energy usage totaled 61,143.92 MWh, effectively reducing carbon emissions by 50,902 tonnes compared to using fossil fuel-based electricity

In warehouse operations

- We actively implemented refined inventory management strategies, leveraging big data analysis and intelligent forecasting systems to accurately control inventory levels, and reduced overstocking and frequent replenishment, thereby minimizing transportation frequency and energy consumption
- For equipment deployment, we utilized automated shelving systems and intelligent sorting devices to shorten transportation distances, enhance operational efficiency, and reduce equipment runtime and energy consumption
- We adopt energy-saving devices to optimize lighting systems, including installing sensor lights and replacing traditional bulbs with energy-efficient ones. We also introduced intelligent equipment to dynamically monitor warehouse lighting areas, maximizing the use of natural light and reducing reliance on artificial illumination
- We actively promoted forklift energy optimization by converting all forklift power sources to electric, thereby reducing warehouse carbon emissions and noise
- We conducted regular energy-saving training and education sessions for employees to ensure they minimize resource usage in daily work. These efforts supported energy conservation and emission reduction in warehousing operations, driving the transition to green, intelligent, and efficient warehouse management from all aspects

Green Transportation

JINGDONG Logistics is increasing its exploration of clean energy usage, actively promoting a multimodal transport model, and optimizing transportation resources. The Company is advancing the adoption of low-carbon transportation methods, such as rail, within its trunk routes to establish a comprehensive low-carbon logistics network. In 2024, we continued to enhance our supply chain's low-carbon standards, became the first in the world to obtain the ISO 14068 carbon neutrality certification for logistics and instant delivery services, and achieved over 40 million green waybills throughout the year.

Green Transportation Network

In terms of land transportation, JINGDONG Logistics has created an innovative rail-road intermodal transportation model. By leveraging algorithmic models, we precisely evaluate the cost-effectiveness and timeliness of rail and road transport to optimize transfer points and transport routes. This approach maximizes the efficiency and energy advantages of rail transport, increases the proportion of low-carbon routes, and ensures timely delivery of goods. In 2024, we introduced new container freight train routes between Guangzhou and Shenyang, Beijing and Guangzhou, Shenzhen and Chengdu, Jinan and Guangzhou, as well as Guangzhou and Shanghai, achieving efficient coordination within our rail-road logistics chain.

We have also introduced a "Dedicated ESG Product Service", shifting long-distance transportation to rail systems. Collaborating with several leading apparel industry enterprises, we have significantly reduced carbon emissions and greatly increased the proportion of green transportation.

In terms of air transportation, JINGDONG Logistics reduces aircraft fuel consumption through measures such as residual oil management, route optimization, flight operation enhancement, aircraft weight reduction, and using ground electricity instead of engine power. Currently, the JINGDONG Logistics fleet's average fuel consumption is approximately 2.35 tonnes, which is lower than the industry average of the same fleet (2.4-2.6 tonnes per hour).

Exploring Clean Energy

JINGDONG Logistics continues to advance green transportation and distribution by scaling up the deployment of electric logistics vehicles, promoting battery-swap vehicles, electric tractors, methanol-powered light trucks, and more, driving the transportation industry toward a low-carbon transformation. As of the end of the Reporting Period, we operated 64 hydrogen-powered vehicle transportation routes, spanning regions such as the Beijing-Tianjin-Hebei region, making us the first logistics company in the industry to implement hydrogen energy trucks on a large scale. This effort reduced diesel consumption by approximately 600,000 liters annually, resulting in a carbon emission reduction of nearly 1,000 tonnes. JINGDONG Logistics continues to promote the use of new energy vehicles in multiple cities. By the end of 2024, over 10,000 self-operated new energy vehicles had been deployed in trunk and last-mile transportation.

Hydrogen-powered vehicle transportation

This effort reduced diesel consumption by approximately

600,000 liters annually

resulting in a carbon emission reduction of nearly

1,000 tonnes



JINGDONG Logistics Hydrogen-Powered Truck

Low-Carbon Trunk Express Transport Demonstration Project

Case

In 2024, JINGDONG Logistics partnered with GWM to create a demonstration project for "low-carbon trunk express transport". The project utilizes the GE573 pure electric heavy-duty truck, specifically designed by GWM for the 500-kilometer secondary trunk scenario. Currently, the GE573 pure electric heavy-duty truck has accumulated 50,000 kilometers of operation across multiple JINGDONG Logistics routes, with energy consumption per 100 kilometers controlled between 105 kWh and 110 kWh. By leveraging public charging stations, the truck achieves a charging efficiency exceeding 250 kW per hour per vehicle, resulting in a total carbon reduction of over 35 tonnes.



Pure electric heavy-duty truck used in Low-Carbon Trunk Express Transport Demonstration Project

Green Packaging

JINGDONG Logistics implements a full lifecycle management strategy for packaging, putting in place guidelines such as the *Circular Transit Bag Management Regulations*, the *Green Packaging Standards and Regulations of JINGDONG Logistics* and the *Green Packaging Operation Guidelines of JINGDONG Logistics*. Emphasizing "reduction, reuse, and degradation", we utilize innovative materials and process improvements. Through precise, real-time, and visualized control of circulation processes, we enhance packaging efficiency and minimize waste generation.

Green Packaging Management Measures

Reduction

- **X-Series Packaging Materials:** We fully promoted the X-series cardboard boxes, and optimized the structure to reduce raw material usage per box by **5-25%**, leading to an annual carbon emission reduction of **12,164 tonnes**. The X-series waterproof bags were developed and adopted, achieving approximately **20%** raw material reduction while maintaining performance, resulting in an annual carbon emission reduction of **6,845 tonnes**.
- **Tape:** We reduced tape width to **40 mm**, cutting plastic tape usage by a total of **13,352 tonnes**.
- **Simplified Packaging Operations:** We simplified packaging standards to reduce disposable material usage for low-fragility products. Over 70,000 items had undergone packaging standard optimization.
- **Delivered with Original Package:** We promoted eco-friendly packaging through original manufacturer shipping, introduced the industry's first certification standard for original packaging, and collaborated with multiple industry partners to ensure over **80%** of the products are delivered with original packages across e-commerce channels by 2030. In 2024, we reduced the use of secondary packaging by over **1 billion** units through this initiative.

Reuse

- **Reusable Cooler Boxes:** Designed to replace single-use foam boxes, ice packs, and dry ice, these boxes have a lifespan of **2 years** and can be used over **180 times** per box. They offer significant benefits in reducing white pollution and carbon emissions. By improving reverse recycling capabilities, we further minimized losses and enhanced the efficiency of cooler box turnover. In 2024, **960,000** reusable boxes had been deployed, with accumulative usage exceeding **85.45 million** times, reducing annual carbon emissions by **72,520 tonnes**.
- **Reusable Transit Boxes:** We promoted the use of transit boxes to consolidate packages with nearby addresses for production, sorting, and delivery, thereby reducing the use of cardboard boxes and other materials. During the Reporting Period, a total of **22.4 million** packages were handled, leading to an annual reduction in carbon emissions by **749 tonnes**.
- **Recycling:** We widely promoted the reuse of secondary cardboard boxes through material recommendations and by assigning dedicated personnel for sorting and collection. Frontline employees were encouraged to utilize secondary cardboard boxes, achieving over **290 million** instances of reuse annually, reducing carbon emissions by **27,960 tonnes**. For cardboard boxes that cannot be reused directly, a die-cutting machine is introduced to repurpose discarded boxes into usable smaller boxes, ensuring effective waste re-utilization.

Degradation

- **Biodegradable Packaging Materials:** Over **20 million** biodegradable packaging materials were promoted for use in 2024, effectively mitigate the impact of material disposal on the land, air, and other natural environments.

In March 2024, JINGDONG Logistics Packaging Laboratory was officially inaugurated, a leading comprehensive institution dedicated to innovation in packaging standards. It is the first in the industry to include the entire supply chain workflow. Serving as a vital platform for exploring new technologies and developing new products, the laboratory integrates cutting-edge supply chain management concepts, technologies, and equipment. Its research covers general packaging solutions, industry-specific packaging solutions, cold chain packaging solutions, and studies on packaging standards.



JINGDONG Logistics Packaging Laboratory

JINGDONG Logistics has been recognized for its outstanding environmental practices and innovative achievements. Its Zhejiang branch's "Secondary Cardboard Box Cutting and Recycling" project and "X-Series Cardboard Boxes" project have both been selected as "2024 Green Express Delivery Demonstration Projects".

Green Office Operation

JINGDONG Logistics actively promotes green office practices by implementing resource conservation, energy management, waste disposal, and employee awareness initiatives in the workplace, aiming to create a more eco-friendly and efficient office environment.

JINGDONG Logistics Green Office Measures

Resource Management

Paper Usage Management

- **Electronic Invoices:** We fully implement e-invoices to replace traditional paper ones
- **Electronic Seal Billing:** By utilizing electronic seal documents, we reduce the number of mailed and printed bills
- **E-signatures:** We promote online collaboration tools and e-signatures, achieving electronic file archiving and significantly reducing paper usage

Water Resource Management

- All office spaces are equipped with water-saving devices that comply with the *Standard for Water-Saving Domestic Water Appliances (CJ164-2002)*, enhancing water resource efficiency
- We implement water-saving retrofit projects to upgrade and optimize existing water facilities by introducing advanced water-saving technologies and equipment

Waste Management

- **Regulation:** We adhere to the principles of "minimization, resource utilization, and harmlessness" in handling solid waste while actively promoting the circular economy concept. We have developed the *Solid Waste Control Procedures* and established a comprehensive disposal process for disposed materials, clearly defining the standards and requirements for handling various types of waste to ensure compliant disposal
- **Non-hazardous Waste:** Non-hazardous waste generated during daily operations, including household waste, packaging waste, and food waste, is handled by municipal sanitation authorities
- **Hazardous Waste:** Hazardous waste such as used light tubes, ink cartridges, toner cartridges, and lead batteries is processed by qualified third-party environmental agencies

Energy Management

- **Air Conditioning:** We introduce an intelligent temperature control platform to dynamically adjust the number of cooling units, water circulation temperature, and cooling tower parameters based on floor usage, seasonal changes, and outdoor temperatures
- **Lighting:** We choose energy-efficient lighting fixtures and upgrade building facade wall washer lights, platform floodlights, and other lighting systems, enabling automatic on/off functionality based on brightness levels to minimize unnecessary lighting duration
- **Elevators:** We optimize elevator operation strategies, maintaining only essential units during off-peak hours
- **Meeting:** Smart timing devices are installed in conference systems to automatically cut off power daily, enabling precise management of electricity usage; We have established the "333 Principle", which mandates that critical decision-making PowerPoint files be streamlined to no more than 3 pages, limits meeting duration to 30 minutes, and ensures decision discussions on the same topic do not exceed 3 rounds. This approach effectively reduces energy consumption during meetings
- **Heating:** We upgrade and optimize heating systems to enhance efficiency and reduce energy consumption
- **Others:** Energy-saving upgrades are implemented for auxiliary facilities such as underground parking garages and public areas, combining scheduled operations with intelligent maintenance to reduce ineffective energy consumption

Awareness Promotion

- **Theme Day Promotion:** We conduct green concept awareness campaigns during key events like Earth Day and World Environment Day to foster a culture of sustainable and low-carbon development within the Company
- **Daily Communications:** We regularly promote energy-saving initiatives, share related knowledge, and put up guiding posters in office areas to foster environmental awareness among employees
- **Employee Commuting:** We continue to increase the use of new energy vehicles, renovate bicycle parking facilities, and collaborate with multiple mobility service platforms to offer carpooling options for employees. In 2024, JINGDONG Logistics facilitated over 129,580 green commutes through carpooling



JINGDONG Logistics' "Earth Hour" Promotion

Feature

Integrating Digital Technology and Reality to Build a Green Supply Chain Ecosystem

As an industry leader, JINGDONG Logistics is dedicated to integrating the real and digital economies. Through innovative technologies and intelligent solutions, we drive green transformation and upgrades in the supply chain industry, striving to achieve both economic benefits and environmental sustainability. We contribute to building a green, efficient, and collaborative supply chain ecosystem.

Ushering in the Age of "Distributed Carbon Ledger" of SCEMP

To reduce logistics costs across society and meet the carbon footprint calculation and disclosure needs of logistics enterprises and supply chains, JINGDONG Logistics launched SCEMP, the industry's first international certification carbon management SaaS platform covering all categories. As the logistics industry's only digital carbon management solution integrating ISO 14064, ISO 14083, ISO 14068, and European Smart Freight Centre GLEC standards, the platform leverages self-developed MRV-T technology¹⁵ to achieve four significant advancements: creating China's first comprehensive road transport vehicle factor database; real-time data collection via IoT¹⁶ and a dynamic spatiotemporal and geographic factor-based calculation model powered by machine learning and the LightGBM algorithm¹⁷ which fills the gap in less-than-truckload carbon footprint calculation; big data and large language model-based MRV-T and finest granularity dual-factor calculation for mobile emission sources, achieving full lifecycle carbon management for multimodal transport at the order level and enabling 99.5% precision; smart energy conservation technology based on energy efficiency diagnosis and big data calculation, as well as multi-target intelligent scheduling technology, achieving intelligent on-line energy diagnosis and operational route optimization, and helping carbon reduction in transportation. SCEMP creates distributed carbon accounting using blockchain technology to trace product SKUs with the industry's finest granularity at the waybill level. This technology has been recognized in the *Green Technology Promotion Catalogue* by eight Chinese ministries, including the National Development and Reform Commission, as the only logistics-related technology featured. Moreover, it facilitates global expansion and compliance with the EU's CBAM¹⁸ certification, providing an accurate data foundation for international carbon tariff regulations.

SCEMP has pioneered a new "distributed carbon ledger" management model, breaking down carbon footprint management into individual, specific bills. This ensures that each bill is independently and transparently recorded and calculated, achieving supply chain logistics carbon footprint management at the product SKU level. Currently, SCEMP has served 100 brands worldwide and rolled out over 60,000 carbon accounts for multiple famous enterprises, spanning industries such as 3C (computers, communications, and consumer electronics), apparel, beauty, automotive, food, and chemicals. It has calculated over 40 million waybills, providing robust data support for enterprises transitioning to low-carbon operations.

SCEMP has served
over **100** global brands



Calculated waybills
over **40** million



¹⁵ MRV-T Technology: Monitoring, Reporting, Verification and Tracking of Carbon Footprint.

¹⁶ IoT: Internet of Things.

¹⁷ LightGBM: Light Gradient Boosting Machine.

¹⁸ CBAM: Carbon Border Adjustment Mechanism.

JINGDONG Logistics Partners with Liby to Launch China's First Carbon Inclusion Initiative

Case Initiative

To promote green consumption and foster sustainable, low-carbon production and lifestyle practices, JINGDONG Logistics and Liby launched an innovative collaboration. Through JINGDONG Logistics' independently developed SCEMP, the partnership monitors greenhouse gas emissions during logistics and distribution.

Through the "Green Impact Initiative" carbon inclusion project, Liby has implemented "carbon reduction privileges" labeling across all product SKU categories under Liby's JD self-operated stores. Customers purchasing products with this label will receive carbon reduction credits generated through JINGDONG Logistics' services, which can be redeemed for brand-specific rewards, enabling "shopping for carbon reduction". With this collaborative model, every carbon-reducing order is verified by a third-party certification body. Calculations estimate that the greenhouse gas emissions reduced in the logistics stage of product sales from Liby's self-operated stores on JD.com within a year are equivalent to the annual carbon absorption of 4,000 trees.

This model has now been extended to multiple brand products. The SCEMP leverages a full-chain "distributed carbon ledger" to offer customers optimized logistics solutions for carbon reduction and cost savings.



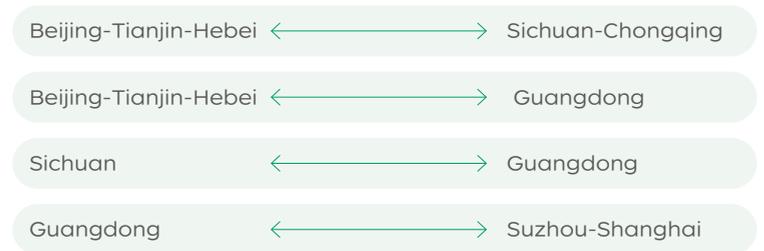
Liby Carbon Inclusive Project Achieved "Shopping for Carbon Reduction"

Intermodal Rail and Road Transportation Enhances Low-Carbon Logistics

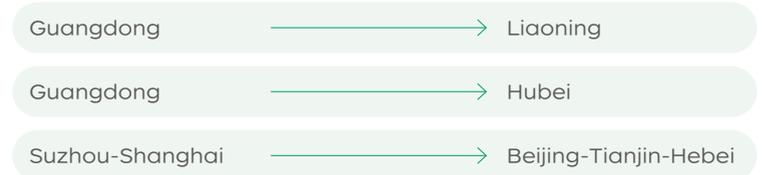
JINGDONG Logistics leverages technological innovation as the core driver to optimize transportation structures and enhance multimodal transport operations integrating rail and road. Using big data to dynamically analyze factors such as cargo volume, location, and costs, we have strategically developed the "1+7+23" comprehensive logistics hub cluster that spans major economic regions in China. Through a hub-and-spoke rail transportation model and repurposing idle urban train station resources, we have streamlined the layout of distribution and operation centers, facilitating resource utilization and cargo consolidation. We also employ a fast container train evaluation model to accurately compare cost and efficiency advantages between rail and road transport, enabling dynamic adjustments to our transportation mix. As a result, rail transport volume has doubled year-on-year, and rail transport is now fully utilized for long-haul routes exceeding 800 kilometers. JINGDONG Logistics has planned four dual-direction routes: Beijing-Tianjin-Hebei region to Sichuan-Chongqing, Beijing-Tianjin-Hebei region to Guangdong, Sichuan to Guangdong, and Guangdong to Suzhou-Shanghai, as well as three single-direction routes: Guangdong to Liaoning, Guangdong to Hubei, and Suzhou-Shanghai to Beijing-Tianjin-Hebei region. In 2024, rail freight volume increased by over 30% compared to the previous year, significantly reducing carbon emissions during logistics operations.

Based on this, JINGDONG Logistics has further leveraged dynamic scheduling optimization algorithms to enable intelligent collaboration across the entire intermodal transportation chain. We also launched "Dedicated ESG Product Service", using algorithmic models to shift

Planned four dual-direction routes



Planned three single-direction routes



inter-regional order transportation modes from road and air to rail. Partnering with leading brands in the textile and fashion industries, we have built a green logistics ecosystem, significantly reducing carbon emissions and greatly increasing the share of green transport. This achieves a seamless integration of cost reduction, operational efficiency, and sustainable development.

On December 13, 2024, during the Effective Reduction of Social Logistics Costs Exchange Conference and the 8th Annual Freight Logistics Industry Conference, the China Federation of Logistics & Purchasing officially released the first batch of the Typical Cases for Effectively Reducing Social Logistics Costs. JINGDONG Logistics' innovative intermodal transportation solution, powered by algorithmic models, was included in the list of selected cases.



First Batch of Typical Cases for Effectively Reducing Social Logistics Costs

In 2024, JINGDONG Logistics

The railway freight volume recorded a year-on-year growth exceeding

30%



Establishing a Comprehensive Green Transportation Solution

Case

In 2024, JINGDONG Logistics developed a comprehensive green transportation solution for a renowned international sportswear brand, covering 17 provinces with an average daily shipment volume of 400 orders. Starting from the collection phase, the solution utilized new energy vehicles to reduce carbon emissions during transit. In the trunk line transportation phase, it leveraged the low-carbon advantages of railway transport, including scalability, clean energy usage, and efficient operations, supported by the high-speed rail network. This approach enhanced on-time delivery rates while minimizing environmental impact during transport. The project achieved a cumulative carbon reduction rate of over 70% within the year, with 100% on-time pickup rate, 99.2% on-time delivery rate, and an ultra-low damage rate of just 0.003%.

Within this year, the project achieved a cumulative carbon reduction rate of over

70%

On-time pickup rate

100%

On-time delivery rate

99.2%



JINGDONG Logistics Utilizes High-Speed Rail Network for Trunk Line Transportation

Promoting Green Public Welfare >>

JINGDONG Logistics drives ecological sustainability through green initiatives and public welfare activities. By implementing innovative projects and practical measures, we raise public awareness about environmental protection, inspire broader societal participation in green actions, and contribute to safeguarding our planet and fostering harmony between humanity and nature.

"Spring Plogging for Good" Across Five Cities Case

In April 2024, JINGDONG Logistics launched the "Spring Plogging for Good" activity under its Green Stream Initiative, simultaneously held in Shanghai, Guangzhou, Wuhan, Chengdu, and Langfang. The activity conveyed the message of "clean mountains, rivers, lakes, and seas". All collected plastic waste was recycled by JINGDONG Logistics and transformed into eco-friendly commemorative gifts, distributed through JINGDONG Logistics' cultural store. Today, "Spring Plogging for Good" has become a long-term initiative of the Green Stream Initiative, encouraging environmental actions and advocating for a low-carbon lifestyle through plogging-based community events.



"Spring Plogging for Good" Activity

Protecting Biodiversity Activity Case

On May 22, 2024, marking International Day for Biological Diversity, JINGDONG Logistics, under the guidance of the World Wildlife Fund (WWF), launched an initiative to protect endangered species and resist the illegal mailing of wildlife and related products. Starting from this date, JINGDONG Logistics will distribute 100 million biodiversity-themed waybills nationwide and conduct themed sticker campaigns accompanying parcels in multiple cities to raise consumer awareness about biodiversity conservation. JINGDONG Logistics also established the industry's first biodiversity protection demonstration site, utilizing educational brochures and promotional slogans on delivery vehicles to advocate against buying, selling, or mailing endangered plants and animals. This initiative has been recognized as one of China's best practices for combating illegal wildlife trade in 2024.

To enhance collaboration in biodiversity conservation and related areas, JINGDONG Logistics signed a Memorandum of Understanding with the Beijing Office of the international environmental organization WildAid on July 22, 2024. This partnership signifies comprehensive and in-depth cooperation in critical areas such as biodiversity protection, marine plastic pollution management, and addressing climate change from the demand side.



JINGDONG Logistics Protecting Biodiversity Initiative

Supporting Mangrove Restoration

Case

In June 2024, JINGDONG Express, in collaboration with the One Planet Foundation (OPF) and the Urban Planning and Construction Bureau of the Hengqin Guangdong-Macao In-Depth Cooperation Zone, announced a mangrove restoration program with technical support from the World Wide Fund for Nature. The initiative aims to restore approximately 20,000 square meters of mangrove ecosystems in Hengqin National Wetland Park (Erjing Bay) within one year, contributing to the recovery of wetland ecological functions and biodiversity conservation.

JINGDONG Express mini-program launched the "parcel travel" mangrove-themed initiative, encouraging users to donate carbon points through eco-friendly shipping practices. The activity promotes awareness and support for mangrove conservation while allowing users to track restoration progress in real time.



JINGDONG Logistics Mangrove Restoration Program

"Restoring the Sea of Plastic and Desire" Environmental Art Exhibition Tour

Case

On July 26, 2024, International Day for the Conservation of the Mangrove Ecosystem, JINGDONG Logistics with artist Yuan Long through the Green Stream Initiative to create the installation art piece "Restoring the Sea of Plastic and Desire" using over 6,000 recycled plastic bottles. The piece highlights the issue of plastic pollution and calls for responsible disposal of waste plastics. On the same day, the short video "Mangrove Band" was released, depicting a fishing village's efforts to protect mangroves while pursuing their musical dreams, advocating for the beauty of nurturing nature.



"Restoring the Sea of Plastic and Desire" Environmental Art Exhibition Tour



Social

02

Social: Creating Diverse Value

JINGDONG Logistics aims to become the world's most trusted supply chain solutions and logistics services provider, emphasizing that corporate success lies not only in enhancing economic performance but also in contributing to society. We continue to improve talent development mechanisms, establish comprehensive and employee-friendly compensation and benefits systems, and prioritize health and safety to support employees in realizing personal value while growing together with us. For our partners, we leverage advanced technology and data-driven intelligent logistics systems to build a collaborative and efficient supply chain ecosystem, improving responsiveness and flexibility to deliver high-quality services. Furthermore, we actively participate in public welfare initiatives, fostering community harmony and development, and work with employees, partners, customers, and society to create a better future.

Sustainable Development Goals, SDGs



Empowering Talent Development >>

JINGDONG Logistics adheres to the principle of being "people-oriented" and prioritizing employee well-being, upholding an open and equitable employment philosophy. We are committed to safeguarding employee rights, building a comprehensive and competitive compensation and benefits system, providing diverse training and development opportunities, fostering transparent communication channels, and establishing care and support mechanisms. We ensure holistic employee well-being and cultivate an inclusive, harmonious, and healthy work environment.

Employment

JINGDONG Logistics strictly abide by the *Labor Law of the People's Republic of China*, the *Labor Contract Law of the People's Republic of China*, and other relevant laws and regulations, as well as the spirit of relevant international human rights instruments, including the Universal Declaration of Human Rights and the international labor conventions ratified by the national government of the People's Republic of China. On this basis, we have developed internal policies such as the *JINGDONG Logistics Employee Handbook* and the *JINGDONG Logistics Collective Contract*. Furthermore, we have established labor management systems, including labor contract administration and the employee recruitment system to ensure legality and standardization in labor management practices.

JINGDONG Logistics adheres to principles of fairness and transparency in recruitment and puts in place a full lifecycle recruitment management system. This system encompasses standardized online and offline processes, from resume screening and interview invitations to interview reception and onboarding procedures. We sign labor contracts with all employees in accordance with the law, clearly outlining employment conditions. We strictly prohibit the employment of individuals under 16 years old and ensure no incidents of forced labor occur.

During the Reporting Period

JINGDONG Logistics had

no

incidents of employment discrimination, child labor, or forced labor



Launch "10,000-Person Recruitment Plan"

Case

In 2024, JINGDONG Logistics launched the "10,000-Person Recruitment Plan", focusing on areas such as supply chain, operations, management, and sales. As a result, approximately 20,000 new employees were hired in the first half of 2024 alone. Recruitment programs like "Boss Recruitment Drive" and "Youth Cadre Class" were introduced to specifically attract frontline managers, reserve management talents, and frontline operators, further driving the optimization and upgrade of the talent structure.

JINGDONG Logistics will continue to implement various recruitment, planning to hire 30,000 people by the first half of 2025. In addition to recruiting frontline managers, reserve management talents, and couriers, we will also offer high-quality job opportunities in areas such as technology, international business, solutions, product development, logistics planning, and sales, targeting both society at large and university graduates.

JINGDONG Logistics upholds the principles of equity and inclusion, strictly adheres to the requirements of the *JD Group Management System for Preventing Sexual Harassment in the Workplace* and the *JD.com Human Rights Policy*, firmly opposes any form of discrimination or harassment based on nationality, ethnicity, gender, religious beliefs, or cultural background, implements equal pay for equal work among genders and freedom of association, and collaborates with employees to foster a positive, harmonious, and enjoyable work environment.

In addition, JINGDONG Logistics has actively responded to the management requirements of JD.com by assessing human rights risks that may exist in its operations and formulating risk mitigation and remediation policies accordingly. For individuals who violate the relevant requirements, we have implemented multiple remedial measures, including requiring the involved individuals to apologize, demotions, dismissals, and cancellation of granted equity and restricted stocks. In cases where there are suspected illegal and criminal acts, we transfer the involved individuals to the judicial authorities in line with legal provisions, and provide humanistic care and psychological support to the victims to alleviate their psychological burden and reduce the harm to them. During the Reporting Period, JINGDONG Logistics had no incidents of employment discrimination, child labor, or forced labor.

JINGDONG Logistics adheres to the principle of diversified and inclusive employment. To support the development and social integration of people with disabilities, we maintain long-term partnerships with local federations of disabled persons and related service organizations. These partnerships focus on creating suitable job opportunities based on specific physical conditions, strengthening rights protection and support systems for disadvantaged groups, and enhancing professional adaptability for employees with disabilities. During the Reporting Period, JINGDONG Logistics had provided job opportunities to 3,797 individuals with disabilities.

Additionally, JINGDONG Logistics upholds employees' rights to freedom of association and collective bargaining. Leveraging its localized union establishment and membership guidance mechanisms, JINGDONG Logistics has established labor union organizations, and signed the *JINGDONG Logistics Collective Contract* with employees to enhance employee rights protection from both mechanism and organizational perspectives. Based on the nature of frontline positions such as couriers, warehouse sorters, and freight drivers, JINGDONG Logistics has defined labor rights in terms of labor contract management, remuneration, workplace safety, insurance benefits, professional skills training, and employment security. The Company ensures all workers have access to safety equipment and supplementary accidental injury insurance. As of the end of the Reporting Period, the *JINGDONG Logistics Collective Contract* covered all employees.



JD.com's Trade Union Committee Wins the Title of "National Advanced Collective in Building Harmonious Labor Relations"

Case

In 2024, the relevant collective of the Company was honored with the title of "National Advanced Collective in Building Harmonious Labor Relations" awarded by the Ministry of Human Resources and Social Security, the All-China Federation of Trade Unions, the China Enterprise Confederation/China Enterprise Directors Association, and the All-China Federation of Industry and Commerce.

In addition, JINGDONG Logistics encourages frontline employees, such as couriers, to apply for various levels of May Day Labor Awards to enhance their sense of professional honor and social recognition. During the Reporting Period, JINGDONG Logistics courier Tan Shiwang, was awarded the National May Day Labor Medal and selected as one of the 2024 National "Most Beautiful Workers", and JINGDONG Logistics Fuyang Yingzhou Branch in Anhui was awarded the National Worker Pioneer Award, This medal not only represents a significant recognition of individual and team contributions but also serves as great encouragement for the entire JINGDONG Logistics frontline employees.



Certificate of Honor for "National Advanced Collective in Building Harmonious Labor Relations"



JINGDONG Logistics courier Tan Shiwang was awarded the National May Day Labor Medal and selected as one of the 2024 National "Most Beautiful Workers"

For female employees, JINGDONG Logistics strictly complies with relevant national laws and regulations, establishing comprehensive and targeted protection policies. Special care and protection are provided for female employees during menstruation, pregnancy, childbirth, and breastfeeding periods to fully safeguard their legal rights.

JINGDONG Logistics Women's Employee Rights and Interests

| | | | | |
|---|--|---|---|---|
| <p>▶ Annual medical checkups, tailored to age, marital status, etc., for female employees</p> | <p>▶ Additional commercial maternity insurance up to RMB 5,000</p> | <p>▶ Baby-care facilities with private rooms equipped with sofas, refrigerators, lockers and other facilities</p> | <p>▶ Pregnant employees enjoy rights such as priority queuing and parking</p> | <p>▶ Various convenient services and facilities, such as hair dryers, sanitary napkins, and special seats for pregnant women on shuttle buses</p> |
|---|--|---|---|---|

Employee Compensation and Benefits

JINGDONG Logistics actively implements national policies aimed at improving employee income and protecting labor rights by establishing a comprehensive compensation and benefits system. Guided by a results-oriented approach and supported by an efficient performance management mechanism, we adopt a key performance indicator framework combined with assessment methods based on actual achievements. This approach integrates organizational goals with individual employee growth, achieving standardization in compensation processes, integration of salary incentives, and visualization of employee recognition.

To ensure alignment between individual and team performance goals, JINGDONG Logistics managers maintain close communication and collaboration with employees, providing targeted guidance and support to ensure the efficiency and scientific approach of organizational performance management.

| | | |
|---|--|--|
| <p>Evaluation Based on Key Performance Indicators</p> <ul style="list-style-type: none"> ▶ This evaluation is for middle and backend management and professional staff. ▶ Performance is evaluated based on achievements, with periodic assessments such as quarterly or monthly reviews to comprehensively consider both quantitative and qualitative indicators. | <p>Evaluation Based on Actual Performance</p> <ul style="list-style-type: none"> ▶ This evaluation is primarily targeted at frontline operational staff ▶ Evaluation is typically conducted monthly, focusing on quantitative indicators. | <p>Big Boss Evaluation</p> <ul style="list-style-type: none"> ▶ We implement the "Big Boss" evaluation mechanism for business managers, focusing on year-over-year performance improvement. ▶ By the end of the Reporting Period, the "Big Boss" evaluation system had covered over 10,000 management personnel in business units. Through an incentive mechanism of "more reward for more work with no upper limit", it has driven efficient organizational operations and sustainable growth. |
|---|--|--|

JINGDONG Logistics Performance Evaluation Mechanism

JINGDONG Logistics has established an annual salary adjustment window, offering all employees opportunities for salary increases every year. In 2024, JINGDONG Logistics further released detailed implementation measures for safeguarding against abnormal weather conditions for frontline employees, effectively addressing employee income fluctuations through salary protection and special allowances.

On February 1, 2024, JINGDONG Logistics implemented a salary adjustment for over 20,000 frontline customer service employees, resulting in an average monthly salary increase of 20%. The annual bonus has been raised to the equivalent of two months' salary, leading to an overall average annual salary increase of over 30%. Additionally, based on job characteristics, we introduced diverse incentive mechanisms for all employees, including Boss incentives, year-end bonuses, and stock rewards. Employees who meet equity incentive criteria and have created significant long-term value for the Company are eligible for biannual stock rewards to further strengthen their sense of belonging and loyalty. As of the end of the Reporting Period, JINGDONG Logistics' year-end bonus had increased to four times the monthly salary, with customer service team salaries upgraded to the equivalent of 20 months' pay.

JINGDONG Logistics has put in place a comprehensive welfare system, offering statutory benefits such as social insurance and housing provident funds to all full-time employees. Supplementary accident insurance and critical illness insurance are also provided for frontline staff in positions such as delivery, warehousing, and transportation. Based on employees' job nature and years of service, we offer various allowances, including tenure-based, meal, communication, transportation, cold and hot weather, and night shift allowances to enhance employees' quality of life and job satisfaction. Furthermore, during traditional holidays and peak online shopping seasons, we step up welfare efforts to provide exclusive care and festive surprises for frontline staff. As of the end of the year December 31, 2024, our total human resource expenditure (covering both internal staff and external personnel) had reached RMB 89.2 billion.



Caring for Health

- Benefits include health check-ups, JD Family Doctor services, and accident insurance coverage for all staff (including interns).
- Dedicated facilities include a table tennis court, badminton court, and a gym, complemented by personalized classes such as yoga, dance, and Zumba.



Caring for Life

- Both full-time employees and interns are eligible for employee dormitory accommodation, along with benefits such as JD family gifts, holiday perks, and quarterly vouchers.
- Statutory holidays, paid sick leave, maternity leave benefits, and caregiver leave benefits.
- Eligible for the benefits of JD.com's established kindergarten, which offers international early childhood education services and dedicated activity spaces.



Caring for Work

- Free shuttle bus services are provided for employees, along with labor protection supplies and seasonal necessities for heat and cold. These benefits are available to both full-time employees and interns.

JINGDONG Logistics Welfare System

Overseas Trip for Outstanding Employees Case

Since 2013, JINGDONG Logistics has organized the annual "Overseas Travel for Outstanding Frontline Employees" event. The Company also arranges visas, transportation, accommodation, and meals. Destinations have included the Maldives, Dubai (UAE), Bali (Indonesia), Singapore, and other countries and regions. In 2024, 200 frontline employees of JINGDONG Logistics and their families traveled to Kuala Lumpur, Malaysia, to embark on the year's "Overseas Travel for Outstanding Frontline Employees" journey.



Employees on an Overseas Trip to Malaysia

JD Care and Protection Project Case

In 2024, JINGDONG Logistics allocated more than RMB 69 million to fully implement the "JD Care and Protection" project. Initiatives such as distributing cooling supplies and providing warmth were organized during peak periods like the June 18 shopping festival, summer heatwaves, and cold seasons.

During the promotional period, JINGDONG Logistics established a bonus pool of RMB 10 million to recognize and motivate dedicated employees, with 90% of resources directed toward frontline staff. For frontline positions, we introduced the "Outstanding Stars Award" to honor exemplary employees with outstanding performance, operational excellence, and positive values. Additionally, RMB 1.5 million was allocated to implement the "Field Canteen Program" across various provinces, benefiting over 150,000 frontline staff and ensuring their well-being during operations.

Employee Training and Development

JINGDONG Logistics upholds the talent philosophy of "Growth and Achievements for the JD People", setting clear development goals for key talent groups. The Company continuously optimizes career advancement pathways, strengthens job rotation and exchange mechanisms, and facilitates both vertical and horizontal career mobility. By establishing a comprehensive career development ecosystem that covers all employees, stages, and scenarios, JINGDONG Logistics motivates employee potential and enthusiasm, supporting personal value realization and professional growth.

For the Management and Professional Talents

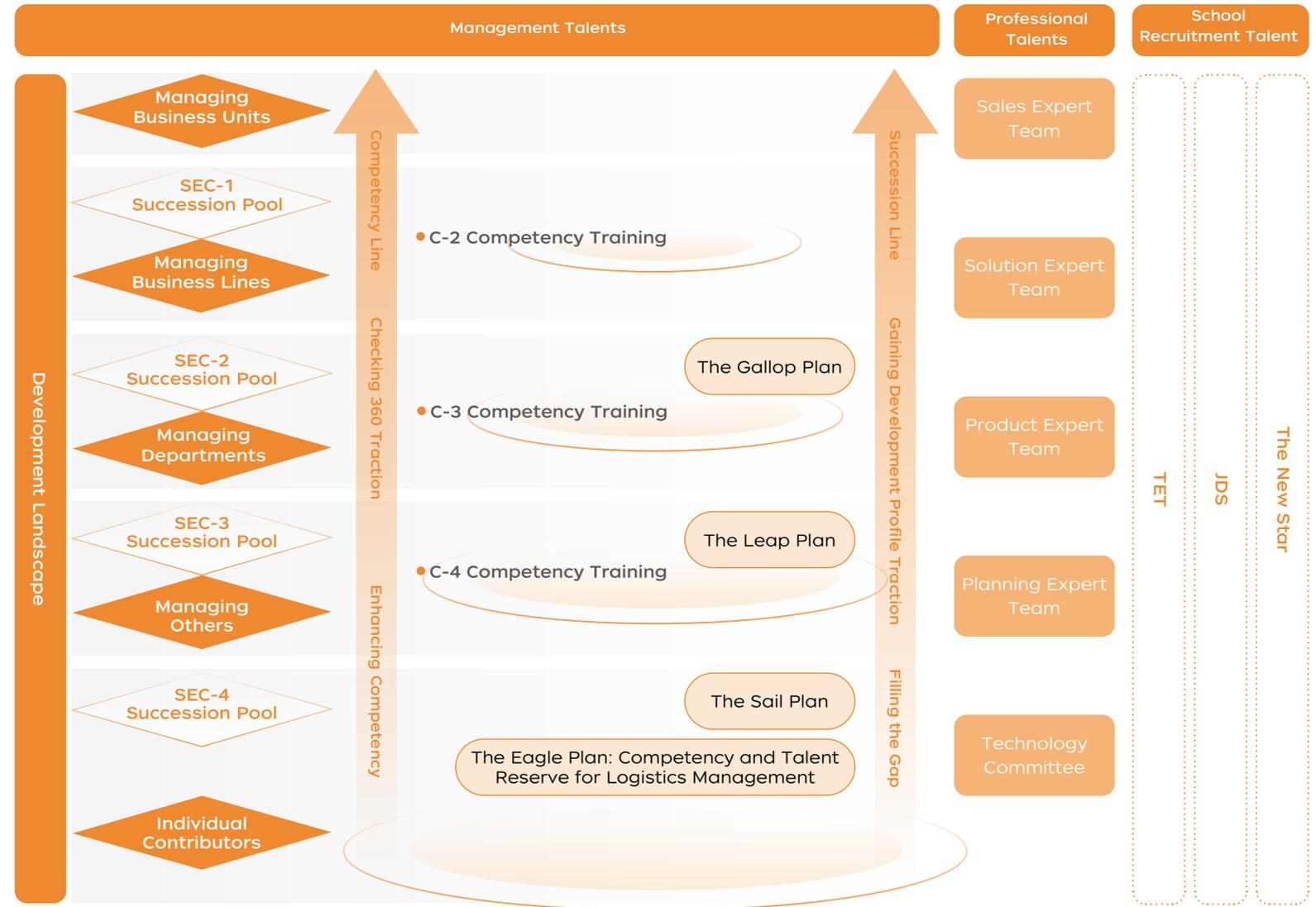
- Through systematic inventory and comprehensive evaluation, we have put in place interconnected mechanisms, including talent inventory, capability assessment, expert knowledge base, succession pipeline development, and specialized onboarding programs, while integrating high-quality course resources.
- Leveraging the expertise and practical experience of our professional team, we tailor precise learning roadmaps to inspire intrinsic motivation in employees, fostering their independent growth and development.

For the Management Succession and Talents from Campus Recruitment

- By implementing rigorous selection and evaluation standards, we identify top talent through assessment, talent pooling, development, rotation, and appointment. Outstanding individuals are included in the talent reserve pool, and personalized and targeted development is carried out based on comprehensive growth profiles.

JINGDONG Logistics Talent Development Goals

In addition, JINGDONG Logistics has put in place a comprehensive training system covering all levels and types of employees. The Company has developed a talent cultivation roadmap and tailored leadership and management training programs for different employees, providing full support for career development and skill enhancement.



JINGDONG Logistics Comprehensive Map for Logistics Talent Development

For campus recruitment, JINGDONG Logistics has introduced training programs such as "The New Star", "JDS", and "TET", adopting a model combining training camps and practical experience to help new graduates quickly adapt to their roles. For technical talent, we empower employees to enhance their skills, identify efficiency improvement opportunities across production and operations, learn from industry best practices, and promote diverse innovation activities, fostering a culture of technological advancement. JINGDONG Logistics focuses on building a robust technical talent system by establishing a Technology Committee and implementing seven core talent development channels, including technical product management, backend development, and algorithm channels. These channels clearly define the growth trajectories for technical talents, providing strong support for their long-term development. As of the end of the Reporting Period, JINGDONG Logistics had 4,510 R&D personnel.

JINGDONG Logistics prioritizes the professional development and personal growth of frontline and female employees by offering tailored training programs based on their job requirements, supporting them in achieving their career goals. For frontline employees, we focus on standardized training and operational efficiency, designing over 100 micro-courses covering various business lines such as warehousing, sorting, distribution, and terminals. On this basis, for the frontline customer service system, we address skill gaps through weekly mandatory courses, a claims negotiation case library, and simulation exercises to comprehensively enhance claims handling capabilities. For female employees, JINGDONG Logistics is committed to their career development, providing diverse professional training opportunities and empowerment-sharing activities. In 2024, 16.99% of female employees participated in vocational empowerment and leadership development training programs.

Specialized Training for Frontline Basic-Level Managers

Case

In 2024, JINGDONG Logistics initiated a basic-level management training program to develop logistics managers. Over 200 internal business experts were assembled to design training content tailored to logistics-specific scenarios. The program targeted key positions such as operations managers, warehouse managers, fleet supervisors, customer service leaders, and sorting center managers, aiming to enhance their professional skills and management capabilities. Currently, JINGDONG Logistics has conducted over 200 specialized training sessions for frontline managers nationwide, benefiting over 10,000 trainees.

In addition to offline centralized training, JINGDONG Logistics has designed and developed micro-courses covering 100 key real-world business scenarios to provide online learning opportunities for frontline employees, further supporting their growth and skill development on the job. As of the end of the Reporting Period, JINGDONG Logistics had over 16,000 employees and over 58,000 person-times learning from these micro-courses.

In addition to its standard internal development system, JINGDONG Logistics offers all full-time employees and interns opportunities for continuing education through programs like "I'm Attending College at JD.com" and "I'm Pursuing a Master's Degree at JD.com", as well as vocational training and allowances to foster employee growth and professional development. In 2024, 4,006 employees of JINGDONG Logistics in Beijing have been certified for vocational skill enhancement, with 39 frontline employees enrolled in the "I'm Attending College at JD.com" program.

In 2024

JINGDONG Logistics has obtained vocational skills enhancement certification for

4,006 employees in Beijing

"I'm Attending College at JD.com" program for frontline workers enrolled

39 employees

The percentage of female employees participated in vocational empowerment and leadership development training programs reached

16.99%

The 7th Courier Skills Competition

Case

In September 2024, JINGDONG Logistics hosted the 7th Courier Skills Competition to showcase couriers' professional skills and work spirit. The event featured multiple segments, including the "JD Learning Challenge" for theoretical knowledge, "Packaging Master" for practical tasks, "Sharp Eye" for prohibited item identification, and "Service Scenario Battle" for service-based challenges. Individual awards, team awards, and special honors were granted, with the aim to enhance couriers' expertise and service quality.



Courier Skills Competition Group Photo

Employee Communication and Care

JINGDONG Logistics values and respects its employees. We have established fair and open communication channels and put in place a comprehensive employee care system to further strengthen cohesion and loyalty among our workforce.

Employee Communication Mechanism

JINGDONG Logistics is committed to safeguarding employee rights and addressing their concerns. The Company has established diverse communication channels such as the Voice of Employee (VOE) platform, employee forums, suggestion boxes, and the "400" employee service hotline. By leveraging both online and offline methods, JINGDONG Logistics promptly listens to employee feedback and resolves issues to create a transparent, efficient, and empathetic employee interaction ecosystem.

To efficiently address employee feedback, JINGDONG Logistics has established a problem-resolution system to receive and oversee employee-reported issues in real time. For recurring business concerns highlighted by employees, each business unit has formed a dedicated problem-resolution team. This team conducts regular investigations in regions with frequent issues and revisits key challenges during divisional morning meetings to ensure continuous optimization and improvement.

Fully Upgrading Employee Appeal Channels

- A real-time issue resolution system has been established, enabling employees to submit complaints anytime via an online platform.
- The system automatically assigns tasks and tracks processing progress throughout, incorporating a strict confidentiality mechanism to ensure appeal information circulates only within the necessary scope, thereby fully safeguarding employee privacy.

Optimizing Response and Handling Mechanisms

- We strictly require that all feedback issues should receive an initial response within 24 hours and ensure investigation and resolution are completed within the specified timeframe.
- A closed-loop management mechanism is implemented in the process, where the system automatically pushes results to employees and collects feedback after resolving each issue, ensuring fundamental solutions are achieved.
- We regularly review and analyze data to identify common issues and optimize management processes, thereby reducing the occurrence of similar incidents at the source.

Dimensions for Optimizing Employee Communication Mechanisms in 2024

In addition, JINGDONG Logistics conducts quarterly employee satisfaction surveys, leveraging anonymous feedback to gain insights into employees' perspectives on work standards, equipment environment, personal development, compensation incentives, management teams, cultural atmosphere, and engagement. This approach aims to enhance the overall work experience effectively. In 2024, JINGDONG Logistics achieved an annual employee satisfaction score of 4.65 out of 5.



Employee Care

JINGDONG Logistics has established a variety of special festivals and activities to express gratitude for employees' hard work. In 2024, JINGDONG Logistics continued to implement a series of initiatives to enhance the supporting facilities for public well-being. These initiatives included the installation of cooling and ventilation systems in warehouses, the addition of reclining rest areas and recreational spaces, and the supplementation of public facilities in restrooms and dormitories. As of the end of the Reporting Period, JINGDONG Logistics had invested over RMB 10 million in creating a better working environment for frontline employees.

"4.28 Frontline Employee Day"

- In 2016, JINGDONG Logistics established a dedicated holiday to honor and express gratitude for the hard work of its frontline employees, including couriers, sorters, packers, drivers, customer service representatives, and maintenance personnel.
- In 2024, JINGDONG Logistics organized a variety of Frontline Employee Day events, including family open days, care and support initiatives, discussions, fun sports events, park tours, joy runs, food street activities, singing competitions, and more. These events brought happiness and warmth to frontline employees and their families.



2024 "4.28 Frontline Employee Day" Event

"5.19 Employee Appreciation Day"

- "Five years of silver, ten years of gold". JINGDONG Logistics established "5.19 Employee Appreciation Day" carries a double meaning with "I stay long", inspired by the long-term commitment of veteran employees, to express the Company's recognition and gratitude for their long-term contributions.
- During the 2024 "5.19 Employee Appreciation Day", the Company organized recognition and care activities across cities and regions nationwide. Family open days were celebrated in Beijing, Chengdu, and Suqian, while the Beijing headquarters coordinated "virtual recognition" events and a pledge ceremony for the June 18 campaign with participation from retired employees and their family representatives. The initiatives leveraged "5.19 Employee Appreciation Day" to foster and celebrate corporate culture, creating a dedicated day of honor for veteran employees.



2024 "5.19 Employee Appreciation Day" Event

Local Distinctive Caring Activities

- During traditional festivals such as Spring Festival, Mid-Autumn Festival, and Dragon Boat Festival, as well as major promotion periods, we organize diverse employee care activities at various locations, bringing joy and warmth to our staff.

Improving the Working Environment

- By enhancing the maintenance of public facilities in the park, we have improved the work and living environment for frontline employees, boosting their well-being and sense of belonging.

Frontline Employee Care Mechanism

JINGDONG Logistics is fully committed to creating a workplace that emphasizes both material guarantee and humanistic care. It has established an Employee Relief Fund, a Housing Fund, and care and support programs. These initiatives provide assistance to employee families facing difficulties, offering support and encouragement at all levels to help employees achieve a stable and fulfilling life.

Comprehensive Care for Employees and Their Families

Case

Employee Relief Fund

JINGDONG Logistics actively supports and participates in the "Employee Relief Fund" launched by the JD.com in 2010, aiming to alleviate employees' financial pressures during unexpected incidents or illnesses. In 2024, JINGDONG Logistics Employee Relief Fund allocated a total of more than RMB 25 million, assisting 363 employees in overcoming challenges.

For employees who are completely incapacitated or deceased, JINGDONG Logistics will cover their children's educational and living expenses until they graduate from university.

Mutual Aid and Safety Funds

Deppon Logistics has introduced mutual aid and safety funds to provide employees with financial support and security assurance.

the fund has allocated more than

RMB **25** million

Assisting

363

employees in overcoming challenges

Spring Festival Care Program

Case

To express gratitude for the dedicated frontline employees and enhance the sense of belonging, JINGDONG Logistics invested nearly **RMB 300 million** solely in welfare allowances (excluding salaries) during the New Year's Day and Spring Festival, and planned and carried out a series of care activities. These efforts provided comprehensive benefits and support to employees who stayed in their work locations.

JD.com's Family Gifts for All Employees

We prepared thoughtfully curated JD.com's family gifts for all employees, featuring custom JINGDONG Logistics souvenirs and holiday greetings, demonstrating our appreciation and care for each employee.

Special Gift Package Giveaway

We prepared special gift packages containing essential items like rice, flour, grains, and cooking oil for outstanding performers, long-term employees, staff facing difficulties, and frontline workers in remote areas.

Celebrating the Chinese New Year at JD

We further enhanced the welfare standards by providing statutory holiday overtime pay and "Chinese New Year cash red packets" to employees who worked on the frontline during the Spring Festival. The "reunion allowance" was once again provided, encouraging employees staying behind to bring their children to the work location, celebrating the Spring Festival together while ensuring safety. A reunion allowance of **RMB 3,500** per employee was offered.

Chinese New Year's Eve Dinner

We held a Chinese New Year's Eve dinner for employees who remained on duty that day. Dining points were set up in various work areas, offering a wide variety of food, allowing employees to experience the warmth and joy of the holiday amid their busy work schedules.

Encouraging employees staying behind to bring their children to the work location to celebrate the Spring Festival together and providing a reunion allowance of

RMB **3,500**

Invested nearly

RMB **300** million

solely in welfare allowances (excluding salaries) during the New Year's Day and Spring Festival, and planned and carried out a series of care activities

We also prioritized work-life balance for our employees by establishing over 10 hobby clubs and associations, such as the Badminton Association and JD Frisbee Club. We held various internal and external sports and cultural activities, including football, basketball, and table tennis tournaments, as well as employee networking events, to foster enthusiasm and vitality in work and personal interests.



A Football Event



A Badminton Tournament

Feature

Creating a Model of Elderly Care for Dignified Lives in Ordinary Roles

JINGDONG Logistics has consistently signed labor contracts with all frontline employees and upgraded the standard "five insurances and one fund" to "six insurances and one fund", covering core protections such as pension, medical care, and work-related injury insurance, with contribution bases increasing in line with salaries. Beyond basic social security, we have established a comprehensive lifecycle protection system, providing frontline employees with diverse benefits such as communication allowances, heatstroke and cold prevention allowances, and seniority allowances. Through employee training and development programs like the "master-apprentice" mechanism and the "The New Star" program, we support career advancement and high-quality development, empowering employees to achieve long-term value and enabling frontline workers to transition from receiving "dignified wages" to enjoying "worry-free retirement".

In 2024

Employee salary and welfare for operational employees in roles such as warehouse management, sorting, picking, packing, transportation, delivery, and customer service increased

by **11.2%** from RMB

55.3 billion in 2023 to

RMB **61.5** billion in 2024

offering a pioneering model for labor security and career development in the courier industry

By the end of the Reporting Period

JINGDONG Logistics had

over **1,200**

employees, including couriers, sorters, transport drivers, and loss prevention personnel, who honorably retired

covering **30** provinces

and cities nationwide, including Xizang, Xinjiang, Gansu, Guangxi, and Guizhou

Wang Yi:

The "Retirement Dream" of a Border Driver

The driver Wang Yi from the Xinjiang transmission station fleet had served JINGDONG Logistics for 10 years. Now he receives a monthly pension exceeding RMB 3,000, enjoying a peaceful and fulfilling retired life.



Wang Yi, a Retired Employee of JINGDONG Logistics

Wu Xianman:

From "May Day Labor Medal" to Peaceful Retirement

Wu Xianman, a recipient of the 2016 Shanghai May Day Labor Medal, retired after 15 years at JINGDONG Logistics. He not only purchased a property in his hometown but also mentored over 10 business leaders, making his professional journey a noteworthy example of "blue-collar success".



Wu Xianman, a Retired Employee of JINGDONG Logistics

Liu Congjiang:

Retirement Security for Sorters

Liu Congjiang, one of the first JINGDONG Logistics employees in Suqian, Jiangsu, had dedicated 15 years of service to the Company. On his retirement day, over 20 individuals, including colleagues, station supervisors, and regional managers, organized a warm farewell ceremony to celebrate his contributions. Looking forward to his retirement, Liu plans to travel across the country with his family and enjoy a leisurely lifestyle.



Liu Congjiang's Retirement Ceremony

Chen Haiyan:

Retirement Security for Sorters

Chen Haiyan, one of the first sorters at JINGDONG Logistics' Shunyi Sorting Center in Beijing, hails from Jixi, Heilongjiang Province. JINGDONG Logistics has contributed to his social insurance and housing provident fund for over 15 years. After retirement, he now receives a monthly pension of RMB 5,390 in Beijing, which exemplified JINGDONG Logistics' long-term commitment to frontline positions.



Chen Haiyan, a Retired Employee of JINGDONG Logistics

Tan Zhanguo:

The First Courier in Lanzhou's Delivery Industry to Retire Honorably

In 2024, the courier industry in Lanzhou held its first retirement ceremony for delivery personnel. Tan Zhanguo, one of the first couriers at JINGDONG Logistics' Lanzhou station, became the first honored retiree from a private logistics company in Gansu Province. During the ceremony, he was awarded a retirement commemorative plaque and an honorary certificate.



Tan Zhanguo's Retirement Ceremony

In January 2025, JINGDONG Logistics' "Courier Pension Program" was selected as one of the "Top 10 Events in China's Express Delivery Industry in 2024" announced by the *Express* magazine under the management of the State Post Bureau. This initiative actively drove industry transformation, offering stable employment and pension security for workers, reshaping labor standards in the logistics industry, and providing a replicable solution for safeguarding the rights of workers in China's emerging employment models.

JINGDONG Logistics remains committed to the principle of "putting people first, then the enterprise", strengthening its pension security system and exploring diversified benefits programs. The Company actively ensures frontline workers receive support for "retirement with care", "medical assistance when needed", and "compensation for injuries". Efforts focus on creating a workplace that fosters dignity, happiness, and a sense of accomplishment for all employees.

Safeguarding Health >> and Safety

JINGDONG Logistics adheres to the policy of "safety first, prevention-oriented, comprehensive governance", establishing strict operational standards to identify and eliminate safety hazards. The Company works to enhance employee safety awareness and response capabilities, focusing comprehensively on protecting occupational health and operational safety. These efforts provide strong support for employees' well-being and health.

Occupational Health and Safety

JINGDONG Logistics strictly adheres to the relevant standards and regulations on occupational health and safety, such as the *Work Safety Law of the People's Republic of China* and the *Law of the People's Republic of China on the Prevention and Control of Occupational Diseases*. It implements the applicable [JD Group Occupational Health and Safety Management Policy](#) under the guidance of the JD.com Occupational Health and Safety Committee. The Company integrates occupational health and safety standards into procurement contract requirements, conducts risk and hazard assessments, and prioritizes actions based on actual conditions.

To enhance the effectiveness of health and safety management, JINGDONG Logistics has put in place a Work Safety Management Committee, chaired by the Chief Executive Officer (CEO) and comprising leaders from headquarters business units, transportation platforms, and functional departments. An office under the committee acts as its executive body. The committee is responsible for studying, deploying, guiding, and coordinating work safety efforts across different units, as well as approving work safety policies, systems, and plans. It regularly analyzes work safety trends and addresses major issues in safety management. Furthermore, we uphold the management philosophy of "safety first, secure operations", fully implementing our primary responsibility for workplace safety. We carry out risk classification and control, hazard identification, and rectification, and maintain sound production and operational order. We have established occupational health and safety management objectives, referring to relevant internal policies and target achievement rates to implement a well-structured reward and penalty mechanism. By continuously strengthening employee safety awareness and skill development, we have effectively advanced our safety objectives.

JINGDONG Logistics actively promotes the Occupational Health and Safety Management System Certificate to create a safe workplace. As of the end of the Reporting Period, JINGDONG Logistics had obtained the ISO 45001 Occupational Health and Safety Management System Certificate.

JINGDONG Logistics provides annual health check-ups for all employees, offering personalized packages tailored to age and job roles to help identify and address potential health risks promptly. We have also launched the Employee Assistance Program (EAP), featuring an internal online professional counseling platform, offline psychological consultation rooms, and services from third-party professional counseling agencies to deliver comprehensive mental health support for employees.



The consulting model has been upgraded from a single on-site headquarters consultation to a flexible combination of instant consultation, phone/video consultation, and on-site consultation.



The page design has been upgraded for a warmer and clearer user experience.



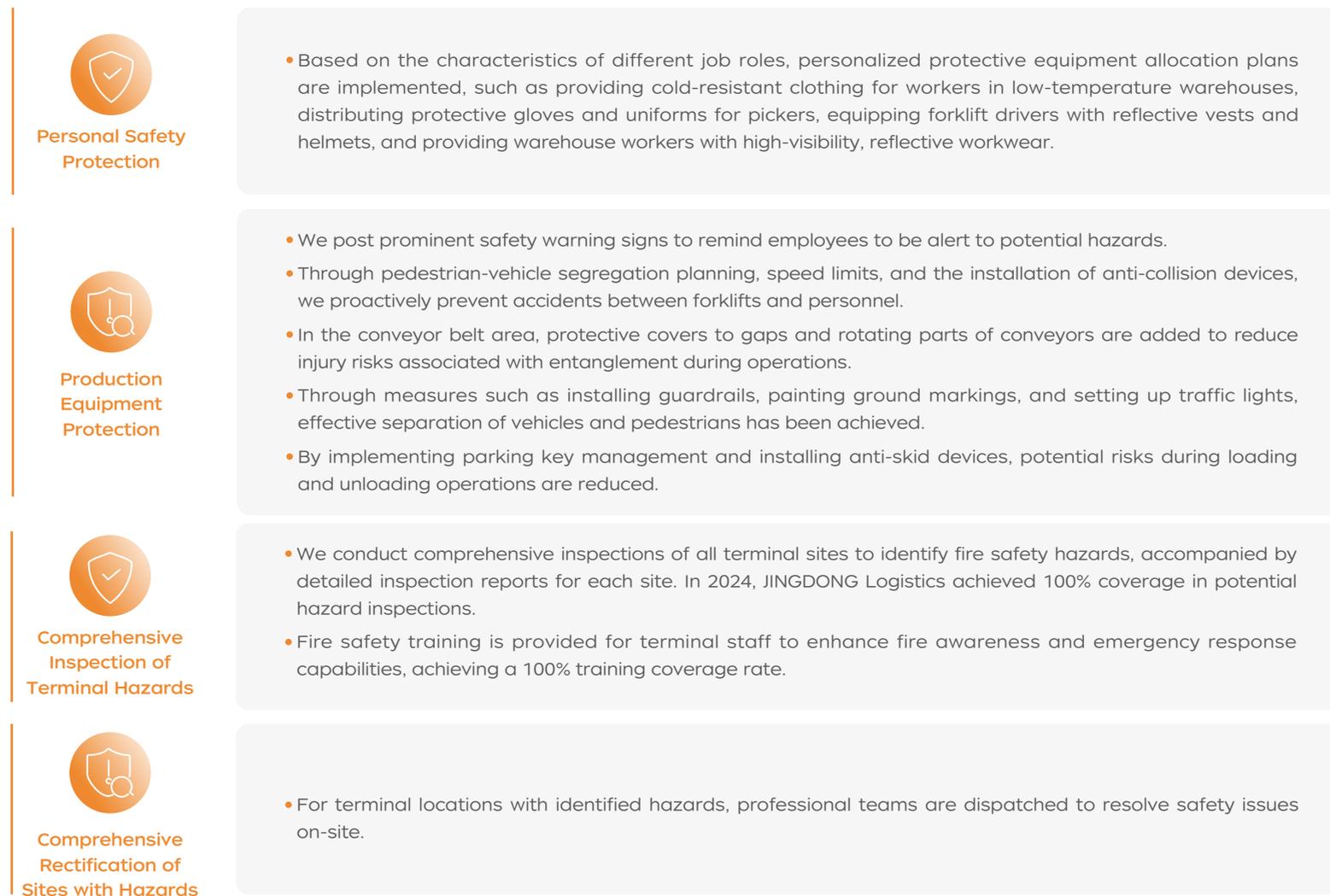
The beneficiary groups have been expanded from headquarters staff to those in multiple workplaces.

Optimization of Mental Health Operational Mechanism in 2024

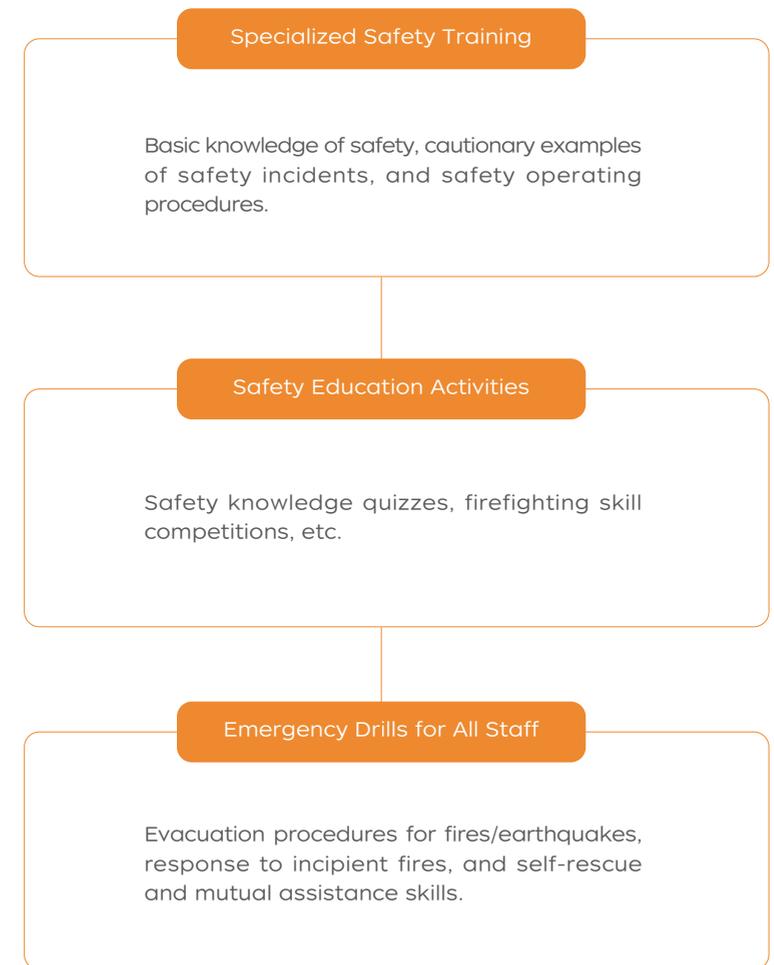
Warehousing Safety

JINGDONG Logistics has implemented a dual prevention mechanism for work safety, establishing detailed management protocols and operating procedures for various scenarios such as electrical operations, working at heights, and vehicle operations within the facility. Risk identification and control measures are conducted in operational areas to avoid the occurrence, including fire safety and workplace hazards, ensuring operator safety. In 2024, JINGDONG Logistics invested over RMB 1 million in upgrading outdoor charging facilities at terminal business locations. The Company will continue to increase investments to achieve full coverage of standardized construction.

To enhance employees' safety awareness and emergency response capabilities, JINGDONG Logistics has implemented systematic safety training and practical activities. The Company regularly organizes specialized safety training sessions, conducts comprehensive emergency drills with full employee participation on a quarterly basis, and hosts diverse safety culture education events. By integrating theory with practice, JINGDONG Logistics ensures robust support for safety during production and operations.



Warehousing Safety Management Mechanism



Warehousing Safety Awareness and Skills Development System

Transportation Safety

JINGDONG Logistics has developed the *Safety Management Standard for Operating Vehicles* and the *Terminal Safety Management Standard* to establish a comprehensive mechanism for identifying and preventing transportation risks. By thoroughly analyzing factors such as driver behavior, vehicle conditions, road conditions, environmental elements, and climate change, the Company implements multiple measures to safeguard the safety of couriers and drivers.

Safety Behavior Standards

- We strictly require couriers and drivers to comply with traffic regulations, prohibiting violations such as running red lights and speeding.
- We regularly hold safety meetings for all staff, equipped with dedicated safety management teams to promptly alert and correct improper driving behaviors.

Safety Protective Equipment

- We provide all couriers with safety helmets, reflective vests, and other personal protective equipment to enhance visibility and protection during operations.
- We install ADAS¹⁹ intelligent driving assistance systems in all of our own vehicles to enhance driving safety.
- We install monitoring equipment for axle temperature on all long-distance transport vehicles of large size, achieving 100% coverage.

Safety Awareness and Skills Development

- We insist on daily safety tips and accident prevention lessons before work. Transportation safety morning meetings achieve 100% employee coverage.
- We enhance drivers' safe driving skills through special training and certification on defensive driving.
- We regularly hold activities for Operation Safety Month and the safety awareness and knowledge of our couriers are enhanced through daily quizzes, safety breakthrough learning, safety knowledge live streaming, and safety evaluation. In 2024, we achieved 100% training coverage on transportation safety for employees involved in transport positions.

Transportation Safety Management Mechanism

¹⁹ ADAS: Advanced Driver Assistance System.

To further enhance safety management efficiency, JINGDONG Logistics has been conducting ongoing risk identification and rectification efforts at courier stations nationwide, ensuring a 100% closed-loop resolution of safety hazards. Additionally, leveraging mapping platform technology, driving data, and the Advanced Driver Assistance System (ADAS), the Company monitors couriers' driving trajectories, speeds, and behaviors, such as speeding or driving against traffic, on a daily basis. The system identifies high-risk alerts, enabling real-time reminders and interventions to mitigate risky driving behaviors and effectively reduce accident rates. In 2024, JINGDONG Logistics' traffic accident rate was 0.20, representing a 68% year-on-year decrease.

JINGDONG Logistics has put in place clear procedures for handling safety incidents. When personnel on-site or the responsible individual identifies a work safety issue, they must immediately report it to their unit's responsible leader while activating the emergency response mechanism. This ensures rapid and effective control of the situation, minimizing potential harm and losses caused by the incident. Furthermore, we adopt graded management based on the severity of incidents, with strict reporting timeframes established for different levels of accidents to prohibit non-compliant behaviour such as late and false reporting.

In 2024

JINGDONG Logistics' traffic accident rate was

0.20

representing year-on-year decrease

68%



Creating High-Quality Experience >>

JINGDONG Logistics builds a highly efficient and reliable supply chain solutions and logistics service system through diversified services, service quality enhancement, and customer response optimization. Centered on efficient transportation and product safety, we continuously improve service quality and operational efficiency. Through customer service management and satisfaction enhancement, we strive to deliver an exceptional customer experience.

Diversified Services

JINGDONG Logistics consistently upholds the service philosophy of "customer first" and is committed to providing end-to-end, full-process, and diversified supply chain and logistics solutions for clients across various industries with different needs. With deep insights into industry trends and customer pain points, we tailor customized services spanning multiple sectors and product categories for different scenarios. Additionally, we collaborate extensively with various platforms to build an open and mutually beneficial logistics ecosystem, leveraging diverse service models to precisely meet customer demands.

■ Consumer Goods Industry

JINGDONG Logistics offers integrated, multi-channel, and multi-scenario supply chain services tailored to the fast-moving consumer goods (FMCG) industry. These services include online multi-channel integrated warehousing and distribution services, offline multi-scenario distribution services, the capacity to fulfill both B2B and B2C orders within the same warehouse, and other fundamental logistics solutions. Moreover, we provide warehouse network planning, inventory optimization, and supply chain digitization to maximize logistics efficiency, helping FMCG clients improve supply chain performance and service quality, reduce costs, and enhance the consumer experience.

Services for Diverse Scenarios

JINGDONG Logistics places customer needs at the core of the operations, offering comprehensive logistics services that cover all scenarios, catering to diverse demands ranging from every day express deliveries to specialized goods. Through technological innovation and refined operations, we have established a multi-faceted logistics service system encompassing warehousing and distribution, express and freight services, oversized item handling, cold chain logistics, and cross-border services, ensuring efficient and reliable solutions for our customers.

JINGDONG Logistics provides supply chain management services for customers, and through long-term accumulated industry insights and service capabilities, it can meet the needs of customers in different industries, effectively help customers optimize inventory management, efficiently allocate internal resources, reduce operating costs, and comprehensively reduce costs and increase efficiency.

Warehousing and Distribution Services

Comprehensive, integrated, and customizable warehousing and distribution services for enterprise clients

Express and Freight Services

Providing safe, reliable, timely, professional, and considerate express and freight services to both enterprise and individual clients, along with a variety of value-added services based on these offerings

Bulky Item Services

One-stop heavy haul storage, transportation, delivery, and installation services for both corporate and individual clients

Cold Chain Services

A full-process, all-scenario F2B2C one-stop cold chain service platform, ensuring seamless and secure delivery from merchants to end consumers

Cross-border Service

JINGDONG Logistics facilitates the global reach of products made in China while bringing international goods into China. Meanwhile, we provide merchants with one-stop cross-border supply chain services.

Creates an Integrated Warehousing and Distribution Solution to Support the Industrial Upgrade of a Food Enterprise

Case

After transitioning to an e-commerce model driven by new media in 2023, a food enterprise faced logistical fulfillment challenges while operating across multiple e-commerce platforms. Located in Guizhou, an area characterized by typical karst topography, the enterprise experienced terrain and infrastructure challenges, resulting in scattered inventory, high losses, and elevated transportation costs. After thoroughly understanding their pain points, we tailored a full-chain integrated warehousing and distribution solution for the enterprise. By innovatively applying a model combining direct connection between the e-commerce warehouse and the production area, multi-platform, omni-channel unified inventory management, flexible capacity allocation, and smart packaging, we significantly improved the operational efficiency within the warehouse, effectively addressing the challenges of order peaks and troughs. At the same time, by optimizing the outbound process and enhancing transportation efficiency, we reduced the logistics distance for the enterprise's products before leaving the province from over 200 kilometers round-trip to just over 20 kilometers. This greatly boosted logistics efficiency, enabling the enterprise to significantly lower logistics costs while maintaining profit margins, thereby facilitating a rapid increase in product market penetration. Currently, the enterprise's store rating has steadily risen from 3.7 to 5, with noticeable improvements in exposure and repurchase rates, and annual sales of a single product exceeding RMB 80 million.

3C Industry

Harnessing its intelligent supply chain capabilities, JINGDONG Logistics delivers standardized solutions for integrated supply chain scenarios. Through a flexible combination of standardized services and industry-specific value-added services, we provide merchants with comprehensive end-to-end services encompassing the entire chain, integrating warehouses, transportation, distribution, and return services seamlessly from factories, warehouses, and stores to consumers. This includes shared inventory management across online and offline channels. With meticulous system management, we enhance inventory control, helping merchants boost supply chain efficiency and reduce capital occupation and operational costs.

Ensured the Fastest Delivery for the First Batch of New 3C Products

Case

On the launch day of a new device from a leading 3C brand, JINGDONG Logistics leveraged the integrated supply chain advantages to ensure a seamless first-sale delivery experience for consumers. By utilizing the nationwide warehousing network, JINGDONG Logistics strategically positioned the new products in key regional distribution centers across the country. This approach minimized transportation distance and handling times, enabling consumers in cities such as Beijing, Shanghai, and Guangzhou to receive their orders as early as the morning of the launch day. This logistics support extends beyond JD.com's self-operated channels, covering both online and offline sales channels of the 3C brand. The initiative further demonstrates JINGDONG Logistics' capability to ensure timely and reliable delivery for major product launches.



JINGDONG Logistics Ensured the Fastest Delivery for the First Batch of New 3C Products

General Home Furniture Industry

JINGDONG Logistics provides customized logistics solutions for the furniture industry with a professional in-house team. From project orders to stores, and stores to consumers, we help brands address challenges such as multi-factory transportation and consolidated shipments in destination city warehouses. Based on customer needs, we offer an integrated service covering trunk and branch line transportation, warehousing, delivery, and installation.

Empowers the Home Furniture Industry with Integrated Delivery and Installation Services to Enhance Customer Experience

Case

JINGDONG Logistics provides "Integrated Delivery and Installation" services for home furniture enterprises, ensuring the efficient delivery and seamless installation of large furniture items. Additionally, we offer reverse logistics services to help customers swiftly process returns and exchanges, further optimizing operational efficiency. Through the "Eight Requirements for JD.com Products" service standards, we guarantee meticulous attention to detail by installation engineers, particularly in critical areas such as door gaps, hinges, slides, and seams. Only after completing the installation and conducting multiple thorough inspections as per the requirements do we invite customers for final acceptance. With a commitment to precision, safety, cost-effectiveness, and worry-free after-sales service, we ensure that consumers can place orders with confidence and receive their products with peace of mind.

Apparel Industry

JINGDONG Logistics is keenly aware of the supply chain challenges of the apparel industry and offers industry-specific solutions. We address merchants' pain points across the entire supply chain by providing rapid warehouse access solutions, standardized in-warehouse operations, efficient outbound logistics, an extensive warehouse network, a professional transportation team, and reliable after-sales services. Rooted in industry needs and market realities, we deliver standard solutions that are tailored to the apparel industry and customer-focused.

The "Value-Added Processing + Drop Shipping" model of Specialized Apparel Warehouse Helped Customers Reduce Costs and Increase Efficiency

Case

JINGDONG Logistics has established production warehouses within three kilometers of several industry clusters in Guangzhou, Shenzhen, Jiaying, Huzhou, Changshu, Wuhan, Zhuzhou, and other locations. This network supports the expansion needs of e-commerce clients in various industrial clusters and creates a "cross-warehouse + value-added processing + drop shipping" model. This model addresses the supply chain needs of e-commerce apparel clients, offering integrated forward and reverse value-added services tailored to the "sales-based procurement" and "fast in, fast out" characteristics. By leveraging cross-docking capabilities and diverse value-added services, JINGDONG Logistics achieves efficient same-day inbound and outbound, enabling rapid turnover for merchants, near-zero inventories, and effectively reducing inventory pressure and costs. As for value-added services, JINGDONG Logistics provides the apparel industry with semi-processing services such as in-warehouse quality inspection, barcode tagging, hang tag attachment, printing, and ironing, helping merchants lower operational costs. JINGDONG Logistics' Specialized Apparel Warehouse in Xintang, Guangdong, which began operations in 2024, has already served multiple merchants in industrial clusters, helping apparel businesses reduce logistics costs and improve efficiency.



Semi-processing Value-added Services in the Specialized Apparel Warehouse

■ Home Appliances Industry

JINGDONG Logistics offers integrated supply chain solutions for the small home appliance industry by combining upgraded warehouse services and pricing optimization, end-to-end digital monitoring, flexible multi-batch production, unified inventory management across all channels, and convenient financial services. Once merchants deliver goods to a nearby transfer center (TC) or JD warehouse, JINGDONG Logistics ensures peak-period fulfillment and 24-hour rapid order dispatch through strategic national inventory allocation and professional in-warehouse operations, delivering comprehensive, one-stop supply chain services.

Integrated Online and Offline Inventory, Warehouse, and Distribution Solutions Helped Home Appliance Goods Fulfill Efficiently

Case

JINGDONG Logistics provides an "Integrated Inventory" service model for a home appliance company, sharing orders from external online platform stores with the JD POP store inventory, achieving integrated inventory management. Meanwhile, by optimizing warehouse layout and flexibly reallocating inventory, the home appliance company realized the upgrading from "disturbing orders nationwide from a single warehouse" to "disturbing orders nationwide from 10 warehouses". This improved logistics turnover by 21.6% and reduced average delivery time by 1.5 days, achieving cost reduction and efficiency improvement.

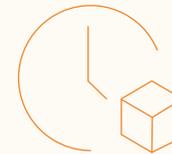
In addition, JINGDONG Logistics provides temporary storage management services, storing electric heaters and other products in temporary warehouses during summer and electric fans and other products during winter. This helps reduce inventory costs in the off-season and ensures a quick response to sales during peak seasons. For the home appliance industry's online sales, which often result in returns, exchanges, and after-sales repairs, JINGDONG Logistics, through JD Cloud Warehouse, provides a 6,000-square-meter warehouse center for the Company's nationwide after-sales products. It categorizes and manages 50,000 SKUs of large, medium, and small home appliance repair parts, effectively improving return and exchange efficiency, reducing damage rates, and enhancing the user experience.

This improved logistics turnover by

21.6% 

Reduced average delivery time by

1.5 days



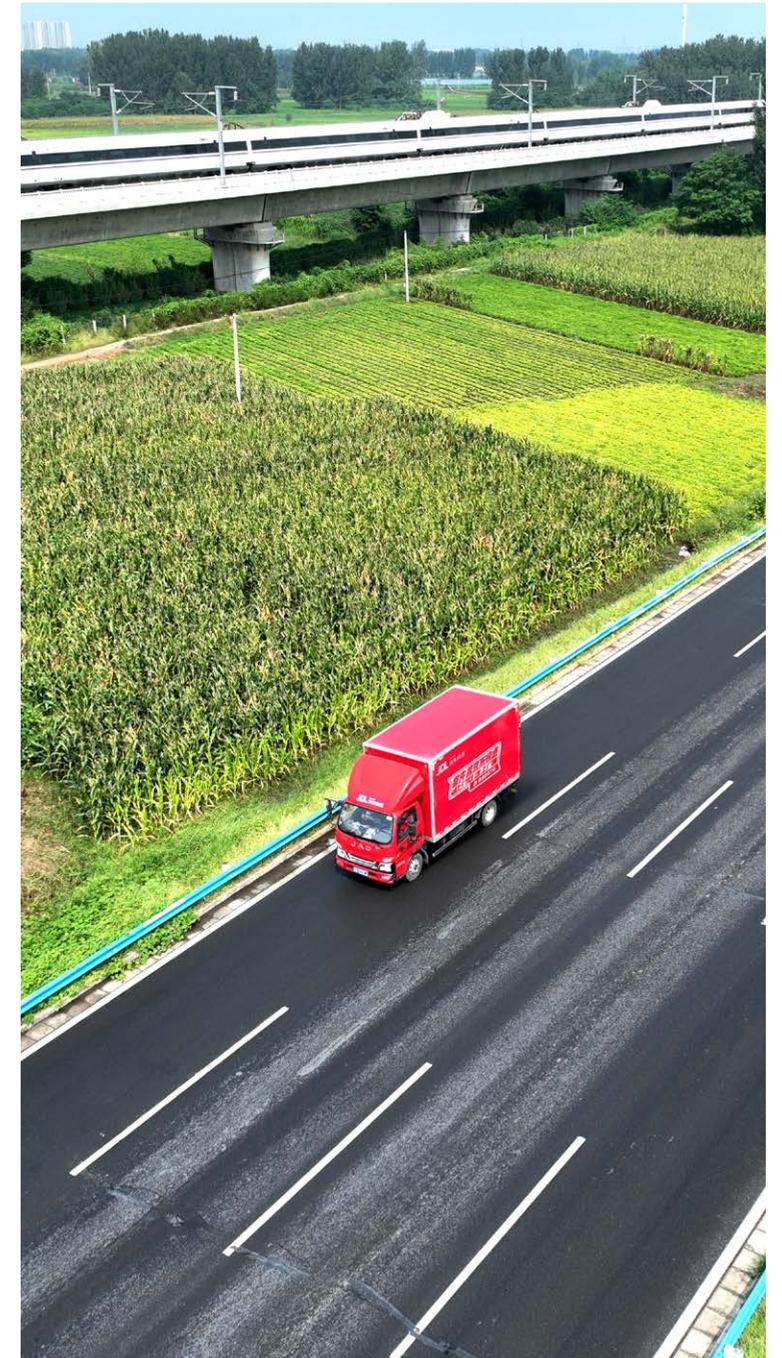
■ Automotive Industry

JINGDONG Logistics puts customers at the center and leverages big data, intelligent forecasting, and other digital capabilities to deliver automated, digital, and intelligent logistics solutions for the automotive industry. We continue to deepen cooperation with leading automotive companies, offering supply chain management for aftermarket spare parts to achieve optimal inventory levels, service rates, delivery efficiency, and operating cost control. This supports the industry's digital and automated supply chain transformation and jointly builds a flexible, efficient, agile, and lean logistics system.

Upgraded Auto Parts Logistics Services, Creating a Model for Automotive Supply Chains

Case

We strengthened our strategic partnership with an automotive company, providing integrated supply chain services such as outsourced parts operations, inbound logistics, plant logistics, and KD logistics. With intelligent warehousing and automated equipment, the automotive company has seen a significant improvement in logistics efficiency, cost reductions, and shorter order fulfillment times. Specifically, inbound logistics ensures that raw materials and parts are delivered to production facilities at precise times, plant logistics optimizes the transportation scheduling of raw materials and parts between warehouses, factories, and assembly workshops, and KD logistics reduces export logistics costs by shipping semi-finished products or parts first for assembly later. This collaboration not only improved the automotive company's operational efficiency but also provided a model for supply chain upgrades in the automotive industry.



■ Fresh Produce industry

JINGDONG Logistics is committed to providing customers with comprehensive one-stop supply chain services spanning from origin and production sources to end consumers. Utilizing our nationwide cold chain warehouses, transport, and distribution network, we deliver high-quality basic logistics services to customers. Fueled by big data and empowered by science and technology, we have developed a fully traceable and visualized system for the food supply chain. Leveraging automation equipment, warehouse network planning, and intelligent forecasting, we assist customers in enhancing their digital capabilities and collaboratively building a traceable, intelligent, and refined supply chain ecosystem.

Supported Direct Delivery of Fresh Fruits from Production Areas Nationwide

Case

In January 2024, we deepened our presence in the core strawberry production region of Dandong, setting up over 100 collection points and temporary sorting centers across more than ten surrounding towns. With dedicated sorting equipment and cold chain vehicles, JINGDONG Logistics ensures that strawberries are picked and shipped on the same day. Through full cold chain transport and direct shipping routes, Dandong strawberries can reach cities like Harbin, Shenyang, and Beijing as quickly as the next day, with nearly 300 cities nationwide receiving deliveries the following day. In addition, JINGDONG Logistics has customized packaging boxes for the strawberries and equipped the Dandong sorting center with blankets to ensure the transport temperature remains around 5°C, keeping the strawberries at the optimal temperature and effectively "preserving the freshness".

In April 2024, in the Maoming lychee production area, JINGDONG Logistics has set up over 3,000 collection points, with thousands of delivery personnel entering lychee orchards. Villagers can pick lychees, pack them, and immediately send them via express delivery. Through advanced collection, direct delivery from production areas, and full cold chain measures, lychees can reach cities like Guangzhou and Shenzhen as early as the next morning, with fresh deliveries arriving in core cities nationwide within 48 hours.

In May 2024, in Dalian, the main cherry production area, JINGDONG Logistics has deployed 1,500 dedicated delivery personnel and established a 5,000-square-meter temporary sorting center. JINGDONG Logistics has also introduced cold chain delivery routes directly from the production area to Beijing, Tianjin, and Suzhou. With cherry air routes via Dalian Zhoushuizi International Airport, Shenyang Taoxian International Airport, Beijing Daxing International Airport, and Dalianbei Railway Station, JINGDONG Logistics uses multimodal rail-air transport to ensure next-day delivery to most core cities across the country, with the fastest deliveries arriving the following morning. Additionally, JINGDONG Logistics has partnered with cultural and tourism resources to host cherry-themed promotional activities, helping promote the Dalian cherry brand and support rural revitalization.

In the Maoming lychee production area, JINGDONG Logistics has set up collection points

over **3,000**



JINGDONG Logistics Courier Collecting Packages at a Cherry Orchard

Cold Chain Support, Direct Tasty Food Delivery: Helped a Shaomai Brand Expand Nationwide

Case

In September 2024, JINGDONG Logistics entered into a deep collaboration with a Shaomai brand from Inner Mongolia, providing full-service cold chain warehousing and distribution to help this century-old craft reach a national audience. In terms of storage, JINGDONG Logistics has established cold chain warehouses across the country, covering three temperature zones: frozen, refrigerated, and constant temperature. In addition to hardware infrastructure, JINGDONG Logistics has also developed an intelligent temperature monitoring platform for cold chain logistics, enabling comprehensive real-time monitoring of temperatures, speed, and timeliness throughout the warehousing and distribution process. This effectively reduces the loss of fresh products, ensuring "zero breaks in the chain" and "zero spoilage" thus guaranteeing food safety. Thanks to JINGDONG Logistics' efficient delivery, this deliciousness has traveled far beyond Inner Mongolia, allowing more consumers to savor unique grassland delicacies.

Launches Dedicated All-Cargo Aircraft to Facilitate Ningxia Beef and Lamb Transport

Case

In January 2024, JINGDONG Logistics has launched a dedicated all-cargo aircraft route for the transport of Ningxia beef and lamb, with direct flights from Yinchuan to cities like Beijing, Shanghai, and Hangzhou. This service enables next-day or even early-morning delivery, helping Ningxia beef and lamb reach the southern regions of China overnight. By leveraging the air logistics network and cold chain transportation, the efficiency of Ningxia beef and lamb logistics has been significantly improved, while transportation costs have been greatly reduced. The all-cargo aircraft operates six flights per week, capable of transporting over 100 tons of fresh beef and lamb, supporting the expansion of Ningxia's specialty industry into national markets and driving regional economic development. From the farm to the table, from the source to every corner of the country, we will continuously enhance our logistics capabilities and resources to provide an efficient, stable, and secure logistics channel for fresh local products to reach markets across China.



JINGDONG Logistics Launched Dedicated All-Cargo Aircraft

Platform Cooperation

JINGDONG Logistics continues to deepen platform cooperation, leveraging the integrated supply chain advantages to promote the prosperous development of the e-commerce ecosystem. JINGDONG Logistics has established in-depth collaborations with various new consumer brands, media platforms, live-streaming e-commerce, and online consumer brands, helping platforms achieve efficient fulfillment during daily operations, live-streaming sessions, and promotions, meeting logistics needs in different scenarios.

JINGDONG Logistics provides logistics support services for new consumer brands and online media platforms, leveraging professional service capabilities and flexible resource allocation to help platforms reduce costs and increase efficiency in daily operations.

JINGDONG Logistics Strengthened Global Collaboration with Chinese New Consumer Brands

Case

In 2024, JINGDONG Logistics continued to solidify the global partnership with influential Chinese new consumer brands, and offered warehousing and delivery services to all stores across Australia and Malaysia, ensuring efficient goods circulation.

Since 2022, JINGDONG Logistics has been collaborating with the brand, offering not only warehousing and production for the Australian stores but also logistics distribution services to the storefronts. The brand's stores are typically located in bustling commercial areas such as shopping malls and pedestrian streets. To avoid disrupting the shopping experience, these areas often have special requirements for goods transportation and unloading, with deliveries usually occurring after the mall closes. High-quality integrated supply chain logistics services have become the accelerator for the ongoing collaboration. JINGDONG Logistics further extends the warehousing and distribution services to all stores in Malaysia, providing strong support for the brand's global market expansion.

JINGDONG Logistics Collaborated with Taobao and Tmall platforms to Open a New Chapter in E-commerce Logistics Services

Case

In 2024, JINGDONG Logistics reached a cooperation agreement with Taobao and Tmall platforms to fully access the e-commerce platform, allowing platform merchants to choose JINGDONG Logistics as their service provider. Consumers can enjoy premium services such as door-to-door delivery and on-demand pickup, significantly improving the shopping experience. After integrating into the platform, JINGDONG Logistics has essentially served all major e-commerce platforms in China and will continue to provide merchants with express products that lead in timeliness, are secure and reliable, and offer attentive service.

JINGDONG Logistics Established Long-term Cooperation with Multiple E-commerce Platforms

Case

JINGDONG Logistics has established long-term partnerships with multiple e-commerce platforms, providing them with high-quality daily warehousing and distribution services. Through smart warehouse layouts and an efficient delivery network, JINGDONG Logistics ensures the fast fulfillment of orders from various e-commerce platforms, enhancing consumer satisfaction. Additionally, JINGDONG Logistics has joined an online shipping platform, offering merchants convenient services such as one-click shipping and door-to-door collection. By providing a dedicated pre-sale and post-sale hotline, JINGDONG Logistics ensures rapid responses with "basic inquiries answered within one hour, delayed orders prioritized within 24 hours, and lost orders compensated within 72 hours", significantly improving the platform's daily operational efficiency.

Basic inquiries answered within one hour, delayed orders prioritized within 24 hours, and lost orders compensated within 72 hours

In response to the characteristics of live-streaming e-commerce platforms, such as significant and sudden changes in orders, JINGDONG Logistics provides an elastic supply chain solution. By flexibly adjusting warehousing, transportation, and manpower, they ensure efficient order processing during live broadcasts. With extensive experience in live-streaming e-commerce services, we assist live-streaming institutions in achieving efficient product transportation.

Safeguarding the Elastic Supply Chain for Live-streaming E-commerce Platforms

Case

JINGDONG Logistics has partnered with a leading live-streaming e-commerce platform. After the launch of the JINGDONG Logistics Chengdu warehouse, consumers in the Southwest region can enjoy same-day shipping and 24-hour delivery services. To address the instantaneous fluctuations of live-streaming orders, JINGDONG Logistics offers flexible warehousing allocation, optimized transportation resources, and efficient manpower dispatching services. We can rapidly deploy over a hundred personnel within minutes, effectively handling order peaks during live-streaming sessions and providing high-efficiency, stable logistics support for live-streaming e-commerce platforms.

During promotional periods, JINGDONG Logistics provides comprehensive logistics support services for online consumption platforms. Through intelligent new infrastructure, diverse transportation resources, and upgraded delivery timings, we ensure the efficient fulfillment of orders during promotions, helping platform merchants operate smoothly.

Supporting E-commerce Platforms' Promotions with Efficient Logistics Services

Case

In 2024, leveraging the integrated supply chain solutions and nationwide efficient delivery network, JINGDONG Logistics established deep collaborations with multiple e-commerce platforms. To address the surge in time-sensitive orders during promotions such as 6.18, 11.11, and the Chinese New Year shopping festival, the Company provided technology products and solutions covering key supply chain segments, including park operations, warehousing, sorting, transportation, and delivery. By preemptively allocating transportation resources and establishing operational plans, priority channels for pickup, transfer, and delivery were created, along with compensation guarantees, dedicated pre-sale and after-sales hotlines, and independent customer service teams. This ensured smooth fulfillment for platforms and merchants, delivering efficient logistics and an exceptional consumer experience.

Service Quality

JINGDONG Logistics is committed to providing high-quality services, upholding a strong commitment to efficiency and safety, and continuously enhancing our service assurance capabilities. We improve service quality and customer experience in all aspects by optimizing transportation speed and timeliness, ensuring product integrity and safety, and striving to offer customers more satisfactory and assuring services. By the end of the Reporting Period, JINGDONG Logistics has obtained ISO 9001 quality management system certification.

Enabling Efficient Transportation

JINGDONG Logistics continues to construct a comprehensive transportation network covering road, rail, air, and other modes of transportation. Leveraging extensive transport routes and a sufficient fleet of self-operated vehicles, we consistently deliver efficient transportation services to our customers.



Road

Self-owned delivery vehicles

Over **50,000**



Rail

Railway lines covered through cooperation

Over **600**



Air

Self-owned full freighter aircraft with normal operation

9

Air cargo routes covered through cooperative methods

Over **2,000**

JINGDONG Logistics Transportation Performance

JINGDONG Logistics continuously enhances transportation efficiency and speed through innovative transportation models, providing customers with faster and more flexible logistics services. We have optimized the transportation chain and reduced logistics costs through innovative measures such as "Cloud Warehouse Delivery" for same-day delivery within the city, a direct sorting model, and a digital transportation fulfillment decision-making platform, creating more efficient logistics transportation and improving service quality.

"Cloud Warehouse Delivery" Helped Clients Achieve Same-City Delivery in Half a Day

Case

JINGDONG Logistics launched the "Cloud Warehouse Delivery" service, offering clients a half-day delivery solution for same-city non-immediate orders. By leveraging the delivery capabilities of end-point stations, clients can send goods to the nearest courier stations to consumers, where JINGDONG Express delivery personnel will complete the last-mile delivery. This reduces the traditional 72-hour delivery time to just 12 hours. After integrating "Cloud Warehouse Delivery", a home goods company achieved half-day delivery for same-city orders, reducing logistics costs by 30%-40%, while successfully expanding its e-commerce sales channels and experiencing rapid growth in sales. This model effectively fills the service gap between on-demand delivery and traditional courier services, offering an efficient, cost-effective, and high-quality service.



JINGDONG Logistics Launched "Cloud Warehouse Delivery" Service

"Direct-to-Sorting" Model: Faster and More Cost-Effective

Case

In April 2024, JINGDONG Express launched the "Direct-to-Sorting" model for the first time, allowing merchants to send pre-packaged goods directly to the sorting center, or have JINGDONG Express dispatch a dedicated vehicle for pickup. This breaks the time constraints of traditional pickup processes, enabling faster delivery times and lower logistics costs. A pearl retailer in Shaoxing, Zhejiang, utilized this mode to send goods directly to the Yiwu Asia No.1 Sorting Center, significantly shortening transportation time and reducing logistics costs.



JINGDONG Logistics Launched the "Direct-to-Sorting" Model

Ensuring Product Safety

JINGDONG Logistics ensures the integrity and safety of products during transportation and delivery through multiple measures such as secure packaging and integrated delivery and installation services. With customized packaging solutions and end-to-end service capabilities, we significantly reduce product damage rates and enhance customer satisfaction.

Helped Reduce Damage Rate of Fitness Equipment

Case

JINGDONG Logistics has established an in-depth partnership with a leading fitness equipment brand, optimizing logistics routes through the "integrated warehousing and distribution" model. This approach reduces the frequency of product handling and transportation mileage, significantly decreasing secondary losses and damage rates. Large fitness equipment is consolidated in JINGDONG Logistics' Hangzhou Large Item Platform Warehouse, making inventory allocation more flexible and efficient, and greatly enhancing supply chain responsiveness. Moreover, JINGDONG Logistics offers an integrated value-added service of "delivery, installation, disassembly, and collection", addressing the "last mile" pain point in large item distribution. The integrated delivery and installation rate has reached 99%, with a 70% reduction in damage rate and a 30% increase in turnover rate.



JINGDONG Logistics Helped Reduce Damage Rate of Fitness Equipment

Customer experience

JINGDONG Logistics always places customer experience at the core, creating exceptional service through multi-dimensional initiatives such as customer service management, complaint handling, and customer satisfaction enhancement. We base our operations on an intelligent customer service system and efficient complaint resolution mechanisms to ensure rapid response and effective solutions to customer issues. Meanwhile, by continuously optimizing service processes and improving service quality, JINGDONG Logistics constantly enhances customer satisfaction, creating greater value for our clients.

Customer Service Management

JINGDONG Logistics consistently upholds the core value of "customer first", striving to build the JD.com service brand and elevate the customer experience with professional, warm, and delightful service principles. We comprehensively integrate customer service resources, shaping a sunny, sincere, reliable, warm, and attentive customer service image. Through cultural upgrades, we promote a company-wide customer service mechanism to ensure efficient and streamlined resolution of customer issues.

In 2024, we further upgraded our service philosophy by proposing "problem solved in front of me", aiming to win customer trust with higher-quality services, lead industry service standards, and open a new chapter in customer experience.



Service Channels - Smooth and Around the Clock

We developed a 24/7 service acceptance capability, combining hotline and self-service on the client app to create a new service channel for customers, ensuring full coverage of services around the clock.

We expanded service channels in 2024 by adding new platforms such as WeChat official accounts, Jingmai platform, and JD.com APP, in addition to traditional phone, online, and merchant workbench channels, while also integrating a corporate WeChat service channel to create a seamless service experience.



Service Team - Professional and Efficient

We built the "superior customer service" brand culture, improving the structured thinking and project management capabilities of the team, and continuously enhancing the professionalism of the customer service team.

We provided empowerment training, offering business skill courses such as *Compulsory Courses for Superior Customer Service*, *Claim Negotiation Skill Enhancement Program*, and *Specialized Customer Service Growth Courses*, along with periodic assessments.



Service System - AI-enabled Digital and Intelligent

We continued to follow the *JINGDONG Logistics User Experience Guide* to clarify service directions and development goals based on customer priorities, with the sole standard being to meet customer needs and deliver high-quality services at competitive prices.

We established a multi-modal information transmission system for extreme weather events, pushing real-time alerts and live image data to reduce user anxiety and complaints related to service timeliness by 72%. Our long-distance logistics dynamic sensing solution, based on real-time location data and route planning algorithms, deployed a multi-node information broadcast system, reducing time-related complaints by 23%.

We focused on building core capabilities for intelligent digital agents, leveraging JD.com's proprietary Large Language Model technology to enhance the digital agent's potential and accelerating the application of key business scenarios. In 2024, digital agent coverage increased by 60%, improving efficiency by 10% in key tasks like delivery reminders and shipment tracking compared to traditional online robots, showcasing the innovation and chatbot edge of digital agents in customer service.



Service Standards - Docking with international standards

After obtaining COPC customer experience standard certification, In 2024, we continue to deepen our service standards and recruit internally 18 expert advisors, developed 20 courses, and empowered 163 frontline managers, continuously refining the internalization of the COPC customer experience standards.

developed courses

20



Service Expansion - International Expansion

We supported business expansion overseas by upgrading the international customer after-sales service system, completing a review of multi-language, omni-channel service capabilities for global customers and developing service solutions tailored to international logistics customer scenarios.

Customer Complaint Management

In 2024, JINGDONG Logistics continued to optimize the customer complaint mechanism, focused on ensuring efficient coordination between customer service and operations to handle customer complaints, and established a robust rapid response system for customer complaints and feedback.

JINGDONG Logistics provides customers with various complaint channels, including online customer service, phone complaints, mini-program complaints, website complaints, social media complaints, and branch complaints, making it convenient for customers to promptly report issues and provide suggestions. In 2024, JINGDONG Logistics operated three call centers and seven complaint-handling centers across China, with nearly 8,000 customer service agents handling an average of approximately 273,000 manual cases and 240,000 automated cases daily. Additionally, JINGDONG Logistics established social media complaint channels, intervening in and processing over 300 effective social media complaint messages daily.

Service Process Optimization

We improved the processing workflow by shortening the original "4422" mechanism to the "442" mechanism, dividing it into terminal and routing paths. By identifying key personnel at critical points, we streamlined the escalation process, reducing resolution time by at least two working hours.

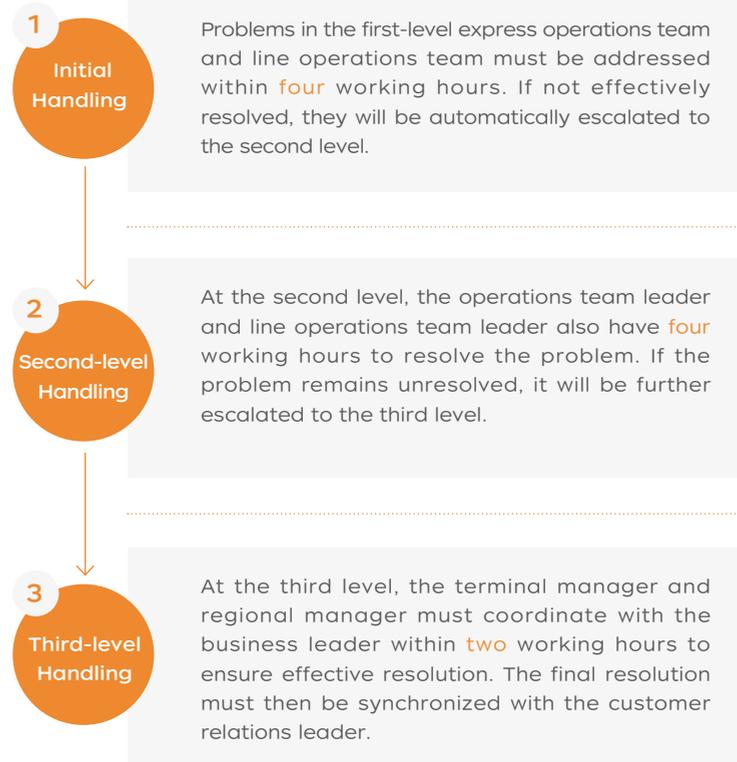
Response Capability Enhancement

We updated response time requirements and feedback mechanisms to ensure a faster and more transparent complaint-handling process.

Iterative Mechanism Upgrade

We shifted from passively identifying issues through high-risk customer complaints to proactively uncovering hidden risks and problems. A new customer complaint escalation mechanism was introduced, enabling the customer service team to report issues to operations weekly and follow up on improvement results, reducing complaints at the source.

2024 New Additions to Customer Complaint Mechanism



The "442 Mechanism"

Through the establishment of an effective management mechanism, JINGDONG Logistics' customer complaint response rate, resolution rate and other indicators have been continuously improved, and a total of 126,087 customer complaints²⁰ were received in 2024, with a complaint response rate of 100%, a 98.5% complaint resolution rate, and a 98.4% satisfaction rate with complaint handling.

In 2024

| complaint response rate | complaint resolution rate | satisfaction rate with complaint handling |
|-------------------------|---------------------------|---|
| 100% | 98.5% | 98.4% |

Customer Satisfaction

JINGDONG Logistics actively conducts customer satisfaction surveys to proactively understand customer needs and evaluations. Based on customer feedback, we continuously optimize and enhance services, striving to deliver efficient and warm services to customers. In 2024, we focused on both merchant and customer levels to continuously refine our customer satisfaction research. The scope of the survey covered 31 provinces and regions in China, and the sample size increased significantly by nearly 70% compared to 2023, with a total annual sample collection of 135,000. By conducting large-scale, high-coverage satisfaction surveys, we deeply analyze the strengths and weaknesses of JINGDONG Logistics products and services, enabling us to develop more targeted solutions to address identified issues.

In the satisfaction survey of express delivery services for the third quarter of 2024 released by the State Post Bureau of the People's Republic of China, JINGDONG Express was once again

in the front rank with a high score

and continued to lead the industry in service satisfaction.

Solutions Based on Customer Satisfaction Survey Results

Merchant Support

- We enable merchants to expedite real-time document tracking during transportation, achieving one-click reach to terminals, and significantly reducing communication costs;
- We offer merchants visual dashboards for in-transit order volume, reverse in-transit order volume, and fulfillment timeliness, helping merchants comprehensively and intuitively grasp operational data, and providing robust data support for decision-making.

Customer Service Upgrade

- We optimize the real-time location and distance tracking of courier before pick-up and during delivery to enhance accuracy, enabling customers to have a clearer understanding of their package status.
- We add a "Messaging the Courier" feature on the JINGDONG Logistics APP, WeChat mini-program, and other pages, allowing customers to quickly and efficiently communicate in real-time with the courier, making the communication process more convenient and effective.

²⁰ The complaint data for products and services comes from the State Post Bureau, and the scope of complaint statistics will be further expanded in 2024, and the statistical caliber and channel coverage will be further expanded.

Feature

Fostering Openness and Collaboration for Cost Reduction and Efficiency Enhancement

JINGDONG Logistics actively engages in deep collaborations with enterprises across various sectors. Through technology sharing, resource integration, and collaborative innovation, we empower industries such as retail, automotive, and real estate. With an open mindset, we create value with our partners, helping customers achieve cost reduction, efficiency improvement, and business growth.



Retail Industry: Enhancing Supply Chain Efficiency

The retail sector demands highly efficient supply chain operations. JINGDONG Logistics, through its integrated supply chain solutions, optimizes warehousing and distribution processes, significantly improving fulfillment efficiency and reducing costs, setting a benchmark for supply chain upgrades in the retail industry.

JINGDONG Logistics and a Leading Retail Brand Co-create a New Supply Chain Model

Case

JINGDONG Logistics and a retail brand deepened collaboration, optimizing supply chain management through integrated supply chain solutions. Within one year of collaboration, the retail brand achieved a fulfillment rate of over 98%, reduced the shipping discrepancy rate by 16%, and increased daily maximum output by more than twice. In 2024, JINGDONG Logistics established warehouses in Chongqing and Wuhan, and built an automated system for the Hunan main warehouse, further reducing costs and enhancing efficiency. This collaboration not only helped the retail brand achieve channel expansion and business growth goals but also set a benchmark for supply chain upgrades in the retail industry.

Automotive Industry: Digital and Intelligent Transformation and High-Quality Development

The automotive industry is undergoing a critical transition from traditional manufacturing to intelligent and electrified transformation. JINGDONG Logistics provides automotive companies with end-to-end services from warehousing to distribution through integrated supply chain solutions, helping them enhance supply chain efficiency and risk resilience, and promoting high-quality development in the industry.

Drove High-Quality Development in the Automotive Industry

Case

At the China EV100 Forum, JINGDONG Logistics showcased integrated supply chain solutions, empowering the automotive industry with digital and intelligent transformation. Through services such as supply chain planning, integrated warehousing and distribution, and digital automation, JINGDONG Logistics helps automakers improve supply chain efficiency and risk resilience. For instance, JINGDONG Logistics offers automotive clients advanced technologies like high-density storage person-to-goods systems and automated guided vehicles, significantly reducing logistics costs and driving high-quality development in the automotive sector.

Real Estate and Logistics: Cross-sector Synergy Brought Diverse Value

The cross-boundary cooperation between real estate and logistics is injecting new vitality into both industries. Through in-depth collaboration with real estate platforms, JINGDONG Logistics is exploring a new service ecosystem of "real estate platforms + express logistics", providing users with more convenient logistics services, while also expanding the influence of the cooperation through joint marketing activities.

JINGDONG Logistics and a Real Estate Information Platform Created a New Service Ecosystem

Case

JINGDONG Logistics has partnered with a real estate information service platform to explore a new service ecosystem of "real estate platforms + express logistics". JINGDONG Logistics offers exclusive express service discounts to users of the real estate information service platform, catering to the logistics needs in real estate scenarios. Meanwhile, both parties expand the influence of their cooperation through joint marketing activities, creating diverse value for users. This cross-border collaboration injects new vitality into the synergistic development of the real estate and logistics sectors.

Industrial Manufacturing: Smart Warehousing and Supply Chain Optimization

The industrial manufacturing industry has extremely high requirements for the stability and efficiency of the supply chain. JINGDONG Logistics helps manufacturing enterprises reduce inventory levels and improve order fulfillment rates through intelligent warehousing construction and integrated supply chain services, driving their digital transformation in supply chain management.

JINGDONG Logistics Formed a Strategic Partnership with an Industrial Manufacturing Group

Case

JINGDONG Logistics and an industrial manufacturing group engaged in in-depth cooperation in areas such as integrated spare parts supply chain and intelligent warehousing construction. Through supply chain planning, integrated warehousing and distribution, and digital capabilities, JINGDONG Logistics assisted the industrial manufacturing group in lowering inventory levels and enhancing order fulfillment rates. In the future, both parties will explore a pilot project for an integrated supply chain in Northwest China and advance nationwide supply chain network planning, further elevating digital capabilities and logistics efficiency.

Financial Leasing Industry: Customized Services Boost Operational Efficiency

JINGDONG Logistics provides comprehensive, customized photovoltaic supply chain solutions for financial leasing enterprises, offering end-to-end services from warehousing to distribution, thereby helping them achieve operational efficiency and cost optimization.

JINGDONG Logistics partnered with a financial leasing company Launching the First Photovoltaic Module Warehousing and Distribution Cooperation Project

Case

In April 2024, JINGDONG Logistics partnered with a financial leasing company to provide integrated photovoltaic supply chain warehousing and distribution services for their photovoltaic business. The Company developed a dedicated photovoltaic industry solution for this financial leasing enterprise, offering integrated supply chain services including warehousing, distribution, quality inspection, complete set management, and system support. The warehousing area spans 9,000-10,000 square meters, with a transportation range covering up to 500 kilometers in the surrounding area. Currently, the collaboration has covered eight provinces and nine warehouses nationwide, serving over 170,000 rural families.

Logistics Industry Standard Development and Exchange

As a leading technology-driven supply chain solutions and logistics service provider in China, JINGDONG Logistics actively participates in national and industry-level logistics standard formulation, promoting the standardization process of the logistics industry. We collaborate with industry associations and research institutions to propose multiple technical standards and management specifications in areas such as smart warehousing, unmanned delivery, and green logistics, contributing to industry development.

Led the Development of the Product Standard Specifications and Production Technical Standards for "Logistics Distribution Map"

Case

In December 2024, JINGDONG Logistics hosted the Kick-off Meeting for the Development of Industry Standards for Logistics Distribution Maps in Beijing, leading the formulation of product and production technical specifications for the "Logistics Distribution Map", thereby filling a gap in the industry. The standardization of map information lays the foundation for the integration and analysis of logistics data, as well as for applications such as intelligent routing, warehouse robots, unmanned delivery vehicles, and drones. This enhances the granularity of logistics management, provides reliable data support for decision-making, optimizes warehousing and transportation routes, and supports cost reduction and efficiency improvements in the logistics industry.



Kick-off Meeting for the Development of Industry Standards for Logistics Distribution Maps

JINGDONG Logistics actively participates in industry summit forums and other events, sharing experiences and discussing innovations with peers through industry exchange meetings, technical seminars, and other formats. This continuous effort aims to enhance overall service levels and collaborate with all parties to promote the intelligence and sustainable development of the logistics industry.

Shine at the 2024 Industrial Chain Supply Chain Digital Economy Conference

Case

At the Industrial Chain Supply Chain Digital Economy Conference held in October 2024, JINGDONG Logistics' case titled "Supply Chain Market Dynamic Perception and Decision Application Driven by Multi-source Heterogeneous Big Data" based on the digital intelligent spatiotemporal platform "Yutu" after continuous technological exploration in areas such as operational digitization and decision-making intelligence, successfully secured a spot in the "2024 Industrial Chain and Supply Chain Digital Economy Innovation Application Case Collection" and was recognized as one of the Top Ten Outstanding Cases. It demonstrates JINGDONG Logistics' leading capabilities in map technology, data management, and application, setting a benchmark for the industry's digital and intelligent transformation.



2024 Industrial Chain Supply Chain Digital Economy Conference

Promoting Social Welfare >>

JINGDONG Logistics fosters industrial clustering in urban and rural key regions by establishing intelligent supply chain centers and industrial zones in various production areas. It actively supports public welfare initiatives, enhances emergency response and livelihood supply efficiency and accuracy, and comprehensively improves social well-being.

Rural Revitalization

JINGDONG Logistics leverages its nationwide infrastructure and intelligent logistics technology to establish a three-level intelligent logistics network covering counties, towns, and villages. This effectively enhances the efficiency of rural industrial and supply chains, fostering economic growth and improving livelihoods in rural areas.

Unlocking Rural Logistics Networks



Focusing on key cities and towns, we are developing new logistics infrastructure and establishing strong ties with agricultural production belts. By relocating warehousing closer to production sites, we effectively enhance the logistics network across counties, townships, and villages, improving service efficiency. This enables seamless "first-mile" connections for agricultural products and optimized "last-mile" logistics delivery.

Empowering Integrated Development of Production and Sales



From the perspectives of points, lines, and areas, we have adopted customized approaches to develop production areas, industrial belts and intelligent supply chain centers, facilitating the "upward flow of agricultural products" through traffic support on the JD.com platform

Providing Special Services in Rural Areas



JINGDONG Logistics has established "service stations" in various remote townships across the country. These stations leverage an on-site village and township model to enhance the quality and efficiency of village and township courier services. During the harvest season for specialty agricultural products, JINGDONG Logistics prepositions collection points in most agricultural production areas and industrial belts nationwide. This approach significantly reduces transit time, ensuring the freshness and quality of agricultural products

Rural Revitalization Strategy

Launch Integrated Rural Supply Chain Solution to Drive Rural Consumption Upgrades and Digital Agriculture Development

Case

In 2024, at the Global Logistics Technology Conference held in Haikou, JINGDONG Logistics showcased its integrated rural supply chain solution built upon its strengths in digital agriculture and logistics. The initiative aims to enhance rural logistics systems, boost rural consumption, and advance rural revitalization.

JINGDONG Logistics addresses the various challenges in terms of rural industrial supply chains by presenting an integrated solution that spans top-level planning, county-level circulation, and intelligent logistics. Tailored to local conditions, the plan includes three key initiatives: JD farms, production areas and industrial belts, and intelligent supply chain bases, designed to meet the diverse needs of rural revitalization across different counties and industries.



JINGDONG Express Couriers Collect Fresh Fish in the Chagan Lake Fishery Station for the Fourth Consecutive Year

Support West Lake Longjing Tea Farmers as a "Trusted Agricultural Logistics Partner"

Case

In 2024, JINGDONG Logistics partnered with Wengjiashan Village and became its "Reliable Agricultural Logistics Partner", facilitating the swift and secure delivery of high-quality Longjing tea to consumers nationwide. JINGDONG Logistics also established a direct transportation model in Zhejiang's core spring tea production area, deploying over 50 temporary collection stations and more than 150 couriers. By integrating dedicated cargo flights, airline services, and high-speed rail resources, JINGDONG Logistics achieved multimodal transportation efficiencies. This enabled next-morning delivery within Jiangsu, Zhejiang, and Shanghai regions, while tea enthusiasts in key cities across the country received their orders the following day, supporting increased farmer income and faster tea distribution.

In addition to efficient and convenient logistics services, JINGDONG Logistics offered local tea farmers a range of preferential policies and services, including exclusive packaging materials for tea, as well as one-stop services such as on-site packing, collection, and vehicle loading. These initiatives significantly alleviated the burden on tea farmers during busy harvest seasons and promoted the upward flow of rural agricultural products.



A Tea Collection Station

Expand into Rural Markets, Delivering Packages to Villages for Chinese New Year Celebration

Case

In 2020, JINGDONG Logistics established the Lishui branch to offer daily door-to-door delivery and pickup services, significantly meeting the needs of local residents and expanding the scope of its "Express Delivery to Rural Areas" initiative. To facilitate the distribution of local specialty products, JINGDONG Logistics set up a collection point at the market in Xiandu Township, Lishui, Zhejiang, providing convenient "buy and ship" services for visitors, thereby contributing to the growth of the rural economy.

In recent years, JINGDONG Logistics has continuously expanded its "Express Delivery to Rural Areas" service coverage. By 2024, it has further optimized rural logistics channels and accelerated the distribution of quality rural products. During the Chinese New Year Goods Festival, JINGDONG Logistics established "rural service stations" in various remote towns nationwide, adopting a local station model to enhance the quality and efficiency of express delivery services. This initiative has significantly improved accessibility for pickup and delivery in rural areas, addressing previous challenges of doorstep service.



Rural Market Delivery Services

"Yantai Cherry Delivered Fresh by JD", Support Industry Upgrades and Rural Revitalization

Case

The launch ceremony of the "Yantai Cherry Delivered Fresh by JD" during the 2024 Yantai Cherry E-commerce Festival was held in Yantai City, Shandong Province. On the occasion, JINGDONG Logistics officially dispatched fresh delivery vehicles loaded with Yantai cherries. Leveraging our nationwide logistics network and doorstep delivery standards, we ensured seamless integration from orchard harvesting to distribution. This initiative helped bring fresher Yantai cherries to consumers, drive the transformation and upgrading of the local cherry industry, and contribute to the prosperity of Yantai's rural economy.

JINGDONG Logistics has also expanded operations in key production areas such as Dandong strawberries, Maoming lychees, and Dalian cherries by establishing collection points and temporary sorting centers. Through direct sourcing from production areas, cold-chain logistics, and precise delivery measures, we ensure fresh and fast delivery of fruits to consumers while supporting the nationwide distribution of regional specialty agricultural products. This initiative has contributed to rural revitalization and industrial upgrading.



Launch Ceremony for "Yantai Cherry Delivered Fresh by JD"

Additionally, JINGDONG Logistics partnered with over 100 major brands to launch the "Delivering Chinese New Year's Goods to Rural Areas" initiative nationwide. Leveraging our extensive delivery network covering all counties and towns, we ensured timely delivery of goods to over 10,000 townships across the country. This initiative brought festive warmth and care to rural communities, adding a rich holiday atmosphere to the villages.

Support "Delivering Chinese New Year's Goods to Rural Areas" to Spread Warmth and Care

Case

Delivering 10 Tonnes of Chinese New Year Gifts to Guangming Village, Suqian, Jiangsu

During the launch of the "Delivering Chinese New Year's Goods to Rural Areas" initiative, JD.com's founder extended warmth to his hometown, Guangming Village in Lailong Town, Suqian, by providing over 1,300 households with gifts. Each household received a down jacket and a Chinese New Year's gift box weighing 11 kilograms from JD Supermarket. JINGDONG Logistics efficiently coordinated inventory and transportation, ensuring the timely delivery of nearly 10 tonnes of goods to the village square in Guangming for on-site distribution.

Delivering Healthy Chinese New Year Gifts to Qiqihar SOS Children's Village

Amid the severe cold weather in Northeast China, JINGDONG Logistics dispatched a special transportation vehicle to the Qiqihar SOS Children's Village, delivering goods to the children for the Chinese New Year. This batch of goods, including calcium tablets, probiotics, and massage therapy devices, was sent by JD's "Rural Chinese New Year Goods Ambassador" to their hometown of Qiqihar.

Delivering 100,000 Books to Nanguan Primary School in Raoyang County, Hengshui City, Hebei Province

Through the "Delivering Chinese New Year's Goods to Rural Areas" initiative, renowned author Mr. Zhou Guoping teamed up with JD Books to provide books to students at Nanguan Primary School. Leveraging JINGDONG Logistics, the new books were delivered directly to the hands of the children, bringing fresh vitality to rural education.

Delivering over 1,000 Midea Heaters to Various Towns in Anhui and Hubei Provinces

On the eve of the Spring Festival, Lianyun Township in Yuexi County, Anqing, Anhui, experienced snowfall and freezing rain, causing significant inconvenience to villagers' daily lives and travel. JINGDONG Logistics, in collaboration with a renowned home appliance brand, launched the "Delivering Chinese New Year's Goods to Rural Areas" initiative, providing 500 electric heaters to the villagers in a timely manner.

Delivering over 10,000 Back-to-School Gifts in Liangshan Yi Autonomous Prefecture, Sichuan Province

JINGDONG Logistics delivered back-to-school gifts from various brands to children, including items such as stationery, tech products, and educational supplies. This initiative provided children in the Daliang Mountains access to a broader world and allowed local communities to experience cutting-edge technology products.

Emergency Support

JINGDONG Logistics is committed to building a "responsible supply chain". In the event of sudden disasters such as earthquakes or floods in any region of the country, nearby warehouse managers are empowered to make independent decisions to donate urgently needed supplies to affected areas without prior reporting. We swiftly assemble a specialized emergency support team to prioritize the direct delivery of relief materials via dedicated transportation, enabling the fastest possible response to meet the needs of disaster-stricken communities.

To further improve disaster response efficiency, we continue to improve our integrated supply chain logistics service system of "daily services during regular time, emergency response during disasters". We have put in place a flexible and efficient emergency logistics network, enhancing the prediction, decision-making, and intelligent execution capabilities of core supply chain aspects such as warehousing, transportation, and distribution through technological innovation, resource integration, and efficient operations. This enables information and data sharing, resource sharing, and centralized allocation in emergency scenarios.

We also leverage our core capabilities such as centralized resource coordination, anomaly warning mechanisms, visualized operation monitoring systems, and a three-tier long-distance transportation system. By employing flexible shipment combination strategies and a short-chain local warehouse delivery model, we effectively integrate various transportation resources, including highway, railway, and air routes. This enables intelligent, dynamic scheduling and efficient deployment of resources, establishing a highly collaborative logistics infrastructure and warehouse-distribution network system that serves as a strong foundation for national emergency support and the supply of essential goods.

Swiftly Respond to Flood Disaster in Liaoning with High-Tech Precision Rescue

Case

In August 2024, certain areas in Liaoning Province experienced heavy rainfall. JINGDONG Logistics promptly responded by establishing an emergency logistics support team. The team collaborated with the provincial Red Cross to deliver over 7,000 relief items, including emergency family kits, tents, jackets, folding beds, and quilts, free of charge to affected areas in Dandong, Anshan, Jinzhou, Panjin, Tieling, and Huludao, providing essential supplies to disaster-affected residents.

To ensure that relief supplies reach affected communities accurately and promptly, JINGDONG Logistics leveraged drones and smart delivery vehicles to overcome transportation challenges caused by heavy rainfall. These innovative solutions covered the "last mile" of the delivery efforts, ensuring supplies reached their destinations and assisting disaster-affected people in navigating the crisis smoothly.



JINGDONG Logistics Supports Flood Disaster Relief in Liaoning

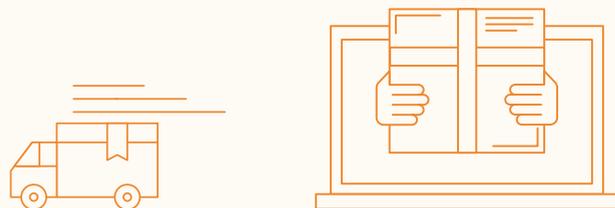
Ensuring Timely Delivery of Lunar New Year Goods Amid Heavy Snowfall

Case

At the beginning of 2024, in response to heavy snowfall in regions such as Hubei, Henan, and Jiangsu, JINGDONG Logistics promptly activated its emergency response plan. By closely monitoring weather developments and highway conditions in real time, the Company proactively reserved transportation capacity. We also deployed personnel and vehicles based on real-time road network data, ensuring the swift delivery of Lunar New Year goods and other essential supplies to households across the country.



Ensuring Smooth Logistics Operations during Heavy Snowfall



Activate Emergency Plan to Support Extreme Weather Response

Case

In September 2024, the super typhoon Yagi swept through Hainan, while regions such as Hubei, Henan, and Jiangsu issued heavy snow warnings. Frequent low-temperature freezing rain significantly disrupted local transportation and express logistics operations.

In response to extreme weather conditions such as super typhoons and sudden snowfall, JINGDONG Logistics promptly activated emergency plans and preemptively allocated resources. This included urgently inventorying materials in self-operated warehouses, efficiently dispatching vehicles, facilities, and personnel, and ensuring frontline workers across regions remained at their posts to maintain the safety and smooth operation of logistics networks. Beyond meeting consumers' delivery needs, JINGDONG Logistics fulfilled emergency support tasks for the Department of Emergency Management of Hainan Province, providing over 300 folding beds and more than 5,000 items of water, food, and other essentials, offering strong support for emergency response efforts.



Couriers Assisting in the Cleanup of Typhoon-Affected Areas



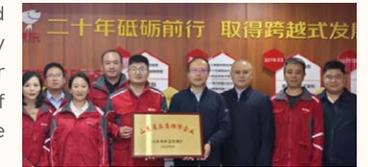
Frontline Employees Committed to Their Duties During Blizzard Conditions

Activate Emergency Plan to Support Extreme Weather Response

Case

In October 2024, JINGDONG Logistics signed a strategic cooperation agreement with the Department of Emergency Management of Shandong Province, becoming one of the first emergency support enterprises accredited by the department. The partnership involved in-depth collaboration in emergency material distribution, warehouse management, and disaster relief material storage and custody. The aim was to build an efficient, intelligent emergency logistics system together to enhance disaster response capabilities.

The Department of Emergency Management of Shandong Province also planned to engage JINGDONG Logistics in the establishment of the province's emergency logistics advisory group and expert database. Together, they worked to conduct research projects, enhance the intelligence and responsiveness of emergency logistics, and provide stronger support for emergency relief efforts in Shandong Province and across the country.



Emergency Support Enterprise Award Ceremony

Activate Emergency Plan to Support Extreme Weather Response

Case

In January 2025, a 6.8-magnitude earthquake struck Dingri County in Shigatse, Xizang. JINGDONG Logistics swiftly dispatched essential relief supplies, including drinking water, food, warm clothing, tents, and emergency power sources, from nearby warehouses. With dedicated personnel and vehicles, these supplies were delivered to the disaster-stricken area, providing basic living support to the affected communities.



Transportation of Relief Supplies to the Disaster-Stricken Area in Xizang

People's Livelihood Supply Guarantee

Leveraging its robust supply chain capabilities and technological advantages, JINGDONG Logistics extends services to various sectors supporting livelihoods. Through initiatives such as community convenience services, logistics support in remote areas, and backing events and major activities, the Company addresses diverse societal needs, contributes to public welfare, and delivers warmth and care.

Relying on the JD Services + platform, we focus on manufacturer brands, corporate markets, and household and personal service scenarios, entering communities to provide a one-stop convenience service. This includes appliance installation, home furnishing installation, charging station services, home repairs, 3C services, appliance and home cleaning, and clothing care, meeting the diverse needs of residents in their lives. With partnerships with over 1,000 renowned brands and full-scenario service capabilities, JINGDONG Logistics is committed to enhancing community service quality, making the concept of "good service adding value to life" a reality for all.

Establishes China's First JD Services + Community-Based Convenience Service Station

Case

JD Services + established China's first community-based convenience service station in Babaoshan Subdistrict, Shijingshan District, Beijing. This station provides regular services such as public consultations, appliance cleaning, and clothing care for residents. Tailored for the elderly, special offerings include "3-Hour Easy Kitchen Cleaning" and "Free Inspection of Home Appliance on Wednesday" to help seniors prepare for the Chinese New Year. Additionally, JD Services + conducted community outreach activities, providing free appliance cleaning and maintenance services for a 91-year-old man.



Community Embedded Convenience Service Station

Develops "15-Minute Radius Livelihood Service Circles"

Case

JINGDONG Logistics launched its first convenience service center in Wuhan, offering a range of home services including express delivery, appliance and furniture repair/cleaning, and laundry/shoe cleaning. The center is part of the efforts to establish a "15-Minute Radius Livelihood Service Circles". Additionally, it supports the national "trade-in" policy by providing services for exchanging old appliances and furniture and recycling used items, enhancing the quality of community convenience services.



JINGDONG Logistics' "15-Minute Easy Living Circle"

JINGDONG Logistics integrates logistics and cultural tourism to offer convenient delivery services for travelers, supporting the growth of the cultural tourism industry and enhancing visitor experiences.

Creates New Experiences Combining Logistics and Cultural Tourism During National Day Holiday

Case

During the 2024 National Day holiday, JINGDONG Express set up collection points at thousands of tourist attractions, museums, and theme parks across the country. The Company also deployed over a thousand couriers to provide convenient shipping services for tourists. This initiative allowed packages to arrive as quickly as the next morning. Travelers could enjoy their journeys without the need to carry what they purchased.

In Jingdezhen, Jiangxi Province, JINGDONG Express couriers offered professional packaging services for porcelain to ensure safe transportation for international tourists. At Shanghai Disneyland, JINGDONG Express facilitated the delivery of stuffed toys for visitors, with order volume increasing by 50% compared to regular days. At the Dalou Mountain service area in Guizhou, JINGDONG Express helped establish the "Long March Cultural Station", offering special discounts for National Day shipping. Through the model combining logistics and cultural tourism, JINGDONG Express enhanced visitor experiences, supported the upward flow of local products, and promoted high-quality development of cultural tourism economies.



JINGDONG Express Helps Establish the "Long March Cultural Station"

In the field of event logistics, JINGDONG Logistics leverages its professional and reliable services to provide efficient and precise support for various sports events, contributing to the development of public fitness initiatives. By utilizing a digital management platform and real-time monitoring systems, we ensure the safe and timely delivery of event materials, offering customers a seamless and dependable partnership experience. By extending our event logistics service framework, we also establish an efficient livelihood supply assurance network.

Supports Two World Platinum Label Marathons, Ensuring Seamless Event Logistics

Case

JINGDONG Logistics has been supporting the logistics services for the Shanghai Marathon for the eighth consecutive year. In 2024, we further enhanced our event support plan by deploying 26 storage trucks and completing the assembly of 38,000 sets of materials, ensuring smooth operations through comprehensive logistics support. This year, the Shanghai Marathon introduced a racing wheelchair event in alignment with the standards of major marathon competitions. To assist racing wheelchair athletes, we arranged dedicated vehicles to transport both living and racing wheelchairs, allowing participants to focus solely on the race.

As the exclusive logistics service provider for the 2024 Xiamen Marathon, we offered a range of services, including event material storage and transportation, eco-friendly clothing recycling, and courier delivery. Ahead of the event, We developed a supply strategy for the marathon course, leveraging our integrated supply chain advantages. Materials were pre-sorted with kilometer-level precision to ensure efficient storage and transport. On the afternoon prior to the race, over 40 transport vehicles were prepared, and by 5:00 in the morning on January 7, 2024, all materials were delivered to 19 supply points on time and without error. Post-race, we introduced "mobile courier service points" across multiple locations, allowing runners to easily ship medals, personal items, and souvenirs. This service facilitated a smooth post-event experience, enabling participants to leave the island happily and return home effortlessly.

As a leading player in the domestic logistics service industry, we provided professional logistics services for both the Shanghai Marathon and the Xiamen Marathon in 2024, two platinum-label events that represent the highest standard of marathon races in China. Over the years, we have consistently supported numerous cities across the country and delivered high-quality services to over 100 marathon events. With the most service instances, extensive expertise, and exceptional reputation in the logistics sector, we have earned the title "King of Marathon Event Logistics" for our reliable and professional support.



JINGDONG Logistics Supports Two World Platinum Label Marathons

Ensures Sports Equipment Transportation and Supports the Growing Popularity of Winter Sports

Case

In 2024, JINGDONG Logistics launched a one-stop ski equipment delivery service, offering comprehensive solutions including door-to-door pickup, customized packaging, 7-day free storage, and direct delivery to ski resorts. Leveraging 1.7-meter custom cardboard boxes, specialized ski resort collection teams, and thousands of direct service points nationwide, we ensured safety and convenience during transit. We also introduced discounted round-trip delivery packages to enhance the service experience for skiing enthusiasts. As winter sports continue to grow in popularity, JINGDONG Express remains committed to meeting public demands by developing specialized and professional logistics solutions, delivering hassle-free, safe, and reliable ski equipment delivery services for all skiing enthusiasts.



Gear-Free Travel for a More Enjoyable Skiing Experience

Public Charity

JINGDONG Logistics broadly and deeply engages in public welfare initiatives with a strong sense of social responsibility. Our efforts span various areas, including educational support, environmental protection, disaster relief, and poverty alleviation, demonstrating compassion and warmth through actions to promote social harmony. During the Reporting Period, we donated a total of RMB 1,316,760 to external causes, and our volunteers contributed a total of 24,296 hours of service.

Green Stream Initiative's Book Charity Program Supports Children's Reading in Remote Areas

Case

In July 2024, JINGDONG Logistics' Green Stream Initiative collaborated with the JD Foundation to donate books monthly and establish shared book corners across the country. Together with various renowned organizations and charities²¹, we donated a total of 30,976 books, providing diverse and high-quality reading materials to remote areas and children.



Letter of Appreciation from China Charity Federation

²¹ Including renowned organizations and charitable institutions such as Shanghai Jing'an District Government, China Charity Federation, Sichuan Charity Federation, Hubei Volunteer Association, Beijing Le Share Foundation, Yangshan Village Committee of Yangshan Town in Huishan District, and Chongqing Joy City's Lingyue Space.

Win the 8th Huang Yanpei Vocational Education Award²² for Outstanding Contribution

Case

In January 2024, the 8th Huang Yanpei Vocational Education Award Ceremony was held in Beijing. JINGDONG Logistics was honored with the Outstanding Contribution Award for its continuous investment and efforts in vocational education within the logistics industry, making it the only awarded enterprise in the sector.

JINGDONG Logistics will continue to leverage its innovative capabilities as an entity, deepening collaboration between schools and enterprises. By partnering with numerous academic institutions and industry ecosystem stakeholders, we aim to establish exemplary industrial colleges that integrate functions such as talent development, scientific research, technological innovation, corporate services, and entrepreneurship. These efforts will contribute to the cultivation of skilled professionals for society.



JINGDONG Logistics Wins the Huang Yanpei Vocational Education Award for Outstanding Contribution

"Elderly Spring Festival Gala"—Caring for Seniors and Co-creating Social Value

Case

In January 2025, JINGDONG Logistics partnered with Beijing Xicheng District Civil Affairs Bureau's Desheng Subdistrict to host the "Elderly Spring Festival Gala", a public welfare event tailored for senior citizens to celebrate the Chinese New Year at the subdistrict's elderly service center.

The event brought lifestyle experiences typically associated with young people, such as live bands, manicure sessions, and Polaroid photo taking to the scene, offering seniors a fresh experience. The event also provided the elderly community with familiar joy and relaxed moments through nostalgic classic songs and interactive games. At the same time, JINGDONG Logistics recognized the elderly group's need for household appliance cleaning and offered free multi-type JD Services + appliance cleaning benefits specifically for the elderly community and key elderly individuals who need assistance in the neighborhood. On-site guidance was also provided for booking the service, aiming to "exchange services for time" and free them from daily chores. This initiative helped ensure that the silver-haired generation could "worry less and enjoy more", comprehensively improving their quality of life.

JINGDONG Logistics is dedicated to providing long-term support and care for the elderly population, ensuring the implementation of public welfare initiatives. Through the JD Services + platform, we have established multiple community-based convenience service stations nationwide. These stations integrate high-quality services into community life on a regular and permanent basis. By deeply embedding ourselves in local communities, we ensure that elderly residents can enjoy an easy, high-quality lifestyle close to home, while actively assisting the government in addressing the diverse needs of elderly individuals.



"Elderly Spring Festival Gala"

"JD for You, Send Love Home" Spring Festival Public Welfare Campaign Spreads Warmth to Workers

Case

In 2024, JINGDONG Logistics partnered with multiple collaborators to launch the 7th "JD for You, Send Love Home" Spring Festival public welfare campaign. Nearly 300 frontline workers, including couriers, food delivery riders, ride-hailing drivers, construction workers, and sanitation staff staying in Guangdong for the holiday, along with representatives from loving enterprises, gathered together to enjoy a festive dinner to celebrate the Chinese New Year. The organizers also prepared special gift packages for everyone.

The "JD for You, Send Love Home" Spring Festival public welfare campaign is one of our key efforts in fulfilling corporate social responsibility. Since its launch in 2017, the campaign has been held for seven consecutive years. Beyond being a public welfare event, it serves as a tribute to frontline workers, fosters greater understanding and respect for those who remain steadfast in their roles during the holiday season, and further enhances the warmth and unity within cities.



"JD for You, Send Love Home" Spring Festival Public Welfare Campaign

Crossing Thousands of Miles to Support Education Dreams

Case

In July 2024, JINGDONG Logistics partnered with the "Qin Fund" under the Chinese Red Cross Foundation to deliver 140 sets of brand-new desks and chairs to Liming Primary School in Yuxi Village, Neijiang City, Sichuan Province. For this donation activity, JINGDONG Logistics provided dedicated transportation services, leveraging its logistics network to ensure the desks and chairs were delivered to the school safely and efficiently. By utilizing its professional capabilities and commitment to social responsibility, JINGDONG Logistics actively supported the development of rural education.



JINGDONG Logistics Supports Education Initiatives

²² The "Huang Yanpei Vocational Education Award" represents the highest honor in China's vocational education. Established by the China Vocational Education Association, it is a significant award in the field of vocational education, approved through a special review by the State Council.



03

Governance: Consolidating Responsible Governance

JINGDONG Logistics adheres to the principles of responsible governance, constantly optimizes its governance structure, upholds the bottom line of business ethics, and builds information security barriers. The Company actively builds a responsible supplier management system to drive partners to jointly achieve sustainable development while safeguarding its robust development.

Sustainable Development Goals, SDGs

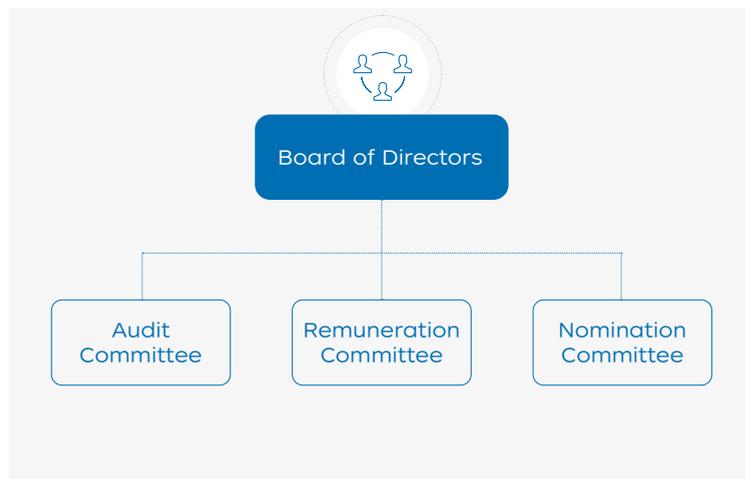


Strengthening Corporate Governance >>

JINGDONG Logistics makes unremitting efforts to improve its corporate governance structure, enhance the diversity, independence and effectiveness of the Board of Directors. The Company actively carries out risk management to ensure the standardized corporate operation.

Board Governance

JINGDONG Logistics strictly follows the *Cayman Islands Companies Act* and other laws and regulations, and formulates documents such as the *Memorandum and Articles of Association of JINGDONG Logistics* to regulate the responsibilities at all levels. The Board of Directors, as the management core of JINGDONG Logistics, is responsible for leading and making decisions on the Company's business activities, formulating strategies and supervising their implementation, overseeing the Company's operations and financial performance, and ensuring sound internal control and risk systems. The Board has established three committees: the Audit Committee, the Remuneration Committee, and the Nomination Committee, which are responsible for managing the review of the effectiveness of the Company's internal control and risk system, the remuneration packages of senior management and the appointment of directors, respectively.

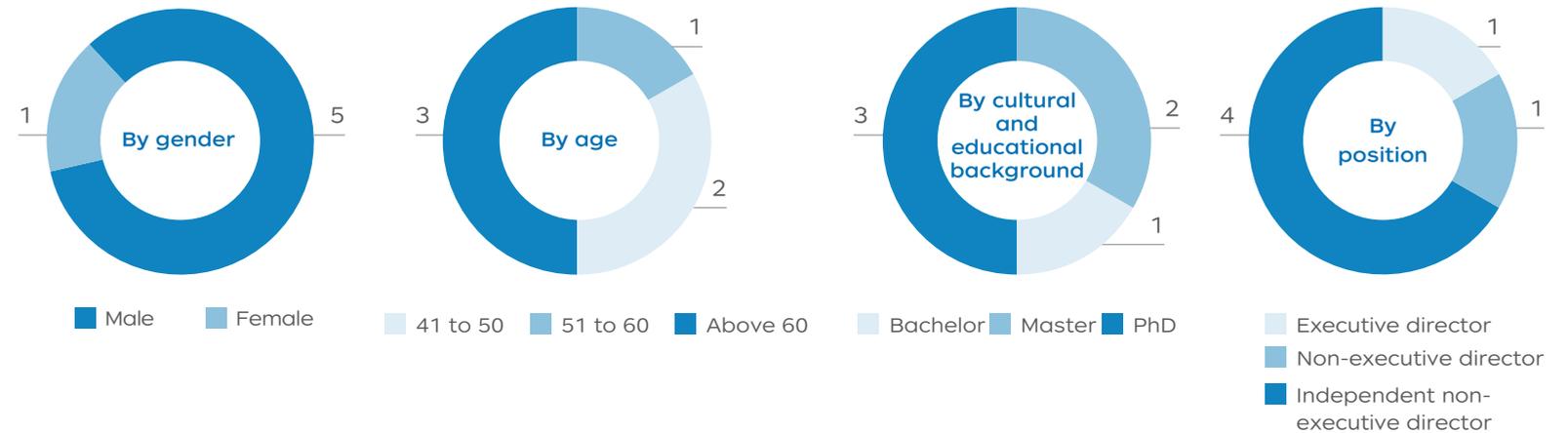


Governance Structure of JINGDONG Logistics

Board Diversity: The Nomination Committee conducts a comprehensive assessment to nominate and appoint a director, considering various factors such as gender, age, nationality, cultural and educational background, professional expertise, skills, industry experience, and regional knowledge. By the end of the Reporting Period, the Board of Directors consisted of six members, including one female member. Board members possess a wide array of professional backgrounds spanning business management, logistics, marketing, finance, law and human resources.

Board Independency: JINGDONG Logistics fully ensures the independency of the Board of Directors. By the end of 2024, the Board of Directors consisted of four independent non-executive directors, accounting for 67% of total directors. In addition, in order to protect the independence of the Board of Directors, Board Committees or individual directors in performing their duties or making decisions independently without influence, directors may independently seek advice, opinions and recommendations from professional third parties, and the expenses incurred in the process shall be borne by the Company.

Board Effectiveness: The Board of Directors of JINGDONG Logistics has maintained effective operations. In 2024, JINGDONG Logistics convened 13 board meetings with an attendance rate of over 90%. Work was carried out at the meetings on the election and appointment of directors, communication on ESG matters, as well as directors' remuneration and share incentive schemes. In addition, we link director remuneration to ESG and risk management matters to safeguard the effectiveness of the Board on ESG governance of the Company.



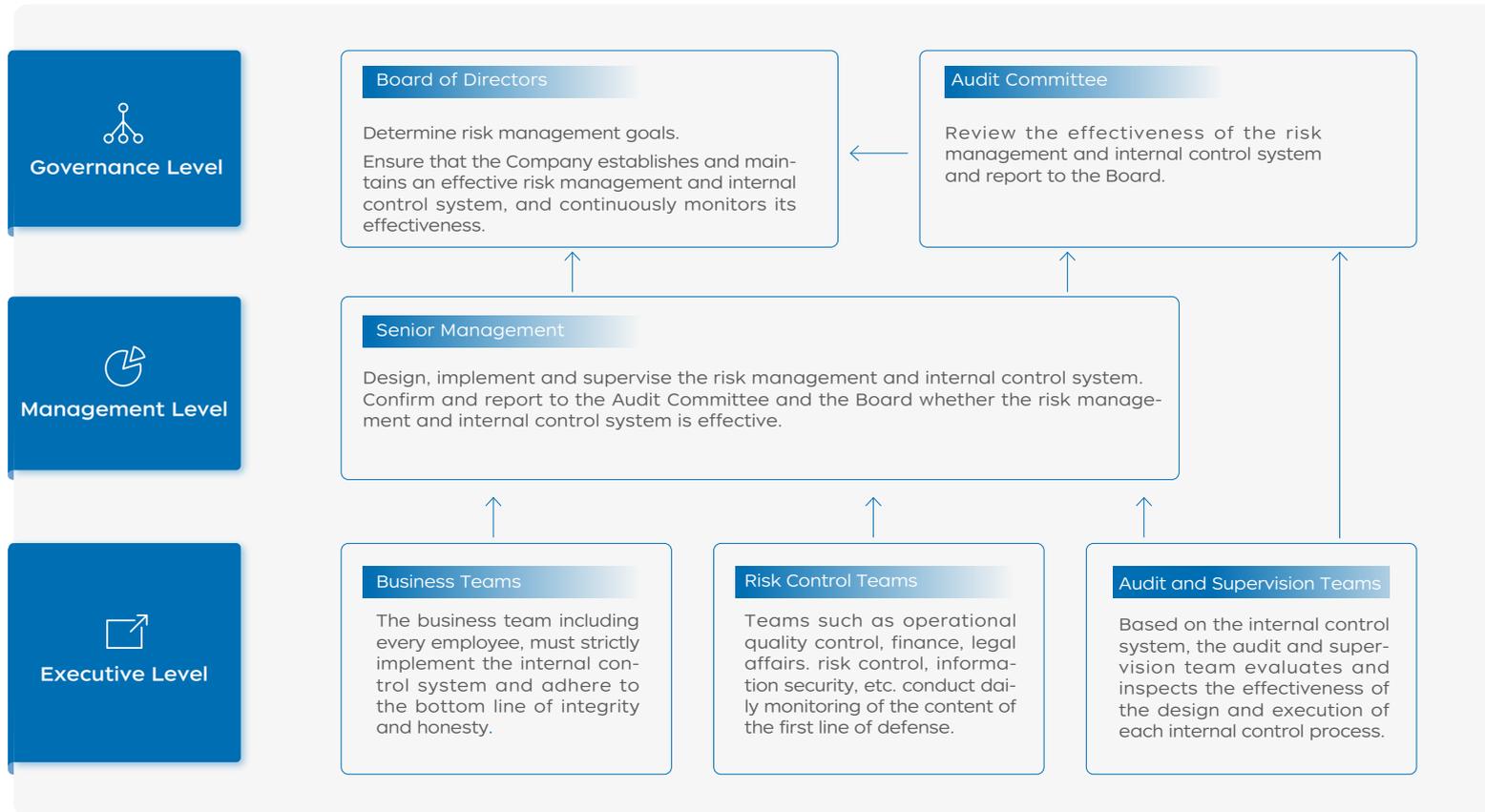
Board Diversity of JINGDONG Logistics

In addition, JINGDONG Logistics attaches great importance to the development of directors, arranges briefings for them within the Company and distributes relevant reading materials including ESG-related documents. The Company also encourages all directors to participate in relevant training courses and professional development activities, so as to promote their continuous learning of new knowledge and acquisition of skills.

Risk Management

Effective risk prevention and control is a prerequisite for steady corporate development. JINGDONG Logistics continuously optimizes its risk management system and comprehensively monitors and responds to risks in all aspects by carrying out risk identification and assessment. These efforts ensure sound corporate operation and reduce operational risks and potential losses.

In 2024, we continued to refine our risk management structure by dividing it into three levels: governance, management and execution. The governance level consists of the Board of Directors and the Audit Committee. The management level consists of the senior management team which reports to the Board of Directors. The executive level consists of the business teams, the risk control teams, and the audit and supervision teams.



Risk Management and Internal Control Structure

JINGDONG Logistics continuously optimizes and improves its end-to-end risk management processes, covering risk identification, assessment, response, monitoring, and reporting, ensuring the standardization and effectiveness of the company's risk management. In 2024, we incorporated ESG-related risks identified, such as employee safety, into the overall risk management system and took targeted measures to comprehensively improve our ability to respond to ESG risks.

Risk Identification

Based on risk management objectives of the Company, we identify risk factors that could affect the Group's ability to achieve its objectives from the perspectives of key areas, including strategic management, daily operations, finance, legal compliance, information technology and data security, human resources, reputation management and disaster responses.

Risk Evaluation

For internal and residual risks, managers further analyses, qualitatively assesses and scores risks based on probability and impact dimensions, classifying risks as high, medium or low.

Risk Addressing

Risk response strategies include risk avoidance, risk transfer, mitigation and assumption. Based on the results of risk identification and assessment, managers select appropriate response strategies and measures to address specific risks.

Risk Monitoring

Managers continually assess the quality of the internal control system and makes necessary adjustments through a combination of ongoing monitoring and individual assessments.

Risk Reporting

Risk reporting includes upward and downward reporting and parallel communication. Upward reporting refers to reporting to the Group's management, the Board and its Audit Committee on the effectiveness of risk management and internal control systems. Downward reporting and parallel communication refer to communicating with and providing feedback to business teams on risk matters.

Risk Management Process

Additionally, we conduct various forms of risk management training annually to enhance employees' risk awareness and management capabilities. The training covers, but is not limited to, external laws and regulations, internal business process guidelines, employee conduct standards, and cybersecurity protection. These efforts foster JINGDONG Logistics' risk management culture and mitigate the occurrence of risk incidents.

Strengthening Operation Compliance >>

JINGDONG Logistics adheres to rigorous business ethics and compliance standards, while prioritizing information security and intellectual property protection to safeguard the interests of consumers and the Company. We are committed to creating a transparent, ethical, and safe working environment.

Business Ethics and Anti-Corruption

JINGDONG Logistics strictly complies with national laws and regulations such as the *Anti-Unfair Competition Law of the People's Republic of China* and the *Interim Regulations on Prohibition of Commercial Bribery*. We adhere to internal policies established by JD Group, including the *JD Group Business Conduct and Ethics Code*, the *JD Group Anti-Corruption Regulations*, the *JD Group Active Filing Reward Policy (for Trial Implementation)*, and the *JD Group Gifts Management Regulations*. We continue to implement the *JINGDONG Logistics Red Line Management Regulations* introduced in 2023, which clarify fundamental behavioral expectations and outline three key red lines concerning corruption, information security, work safety, and operation management. We are committed to combating any form of misconduct, such as corruption or bribery, that violates business ethics. In 2024, we initiated legal proceedings and resolved 16 corruption cases involving employees, with all individuals involved being held accountable in accordance with the law. Furthermore, Kuayue Express continues to implement anti-bribery management practices, and its ISO 37001 Anti-Bribery Management System certification remains valid this year.

To enhance employees' business ethics, JINGDONG Logistics requires all staff to sign the *Employees' Commitment Letter on Compliance with the 'JD Group Employee Handbook' and Anti-corruption Commitment*, ensuring employees understand and adhere to the Company's standards regarding business ethics and anti-corruption. Additionally, we require all suppliers and partners to sign the *Anti-Commercial Bribery Agreement* and the *Integrity Notice*, encouraging their active participation in our anti-corruption efforts. The "Accountability Basics and Control (ABC)" system is implemented, requiring partner companies' management to fulfill anti-corruption duties, thereby reducing the likelihood of business ethics violations.

JINGDONG Logistics adheres to the *JD Group Integrity Reward Policy*, encouraging reports of misconduct through real names, pseudonyms, or anonymous submissions, while ensuring the safety of whistleblowers. We have put in place multiple transparent reporting channels, including phone, email, mail, and QR code scanning. Once a report is received, we promptly assign personnel to investigate and verify the case. Once confirmed, appropriate punitive actions are taken, and the matter is reported to the Board of Directors. For reports involving corruption or violations of business ethics, JINGDONG Logistics offers up to RMB 10 million in cash rewards according to the *JD Group Whistle-blower Protection and Reward System*. Additionally, we are committed to safeguarding whistleblower information through strict confidentiality measures across acceptance, registration, storage, and investigation processes. Retaliation is strictly prohibited, ensuring protection of whistleblowers' legal rights.

To strengthen the business ethics culture at JINGDONG Logistics, all employees and management are required to participate in anti-corruption training. In 2024, we implemented a variety of online and offline integrity and compliance training programs, supplemented by online assessments, achieving 100% coverage and completion rates. The training content includes our anti-corruption policies and requirements, as well as corruption monitoring and reporting methods. For key roles such as sales and management positions, we hold at least one in-person training session every year to enhance employees' awareness of business ethics and anti-corruption practices, ensuring proper conduct in critical roles.



Kuayue Express ISO 37001 Certification Certificate

Information Security and Privacy Protection

As a customer-focused logistics company, we place great importance on information security and customer privacy protection, ensuring the legitimate rights of our customers are safeguarded. We have established a secure and reliable defense system encompassing data security compliance, security management, information leakage prevention, and intelligence management, providing comprehensive protection for customer data and personal privacy.

Information Security

JINGDONG Logistics strictly complies with the *Cybersecurity Law of the People's Republic of China*, the *Data Security Law of the People's Republic of China*, and other relevant regulations. We fully implement JD Group's policies, including the *Information Security Management Measures*, the *Application Development Security Lifecycle Management Regulation of JD.com*, the *Network Security Management Regulation of JD.com* and the *Supply Chain Security Management Specification*²³. We continue to strengthen our fundamental capabilities in information security management to ensure comprehensive protection of business operations and stable functioning. In 2024, we conducted routine reviews of these information security policies to ensure their effectiveness in mitigating security risks for the Company.

We actively align with JD Group's information security initiatives under the Security Execution Team, ensuring strict implementation of tasks related to information security and privacy management, including risk and vulnerability rectification, policy communication and enforcement, and timely reporting and response to security incidents.

We rigorously implement the *Security Monitoring and Response Regulations of JD Group* establishing a systematic information security risk management process. We continue to conduct network information inspections, vulnerability analysis, and assessments. We identify data security risks through user behavior monitoring and traffic analysis and promptly carry out rectifications to ensure risks are properly managed and controlled. In cases of information breaches, immediate response measures are taken. Vulnerability fixes are carried out efficiently via the ticketing system, ensuring our information security management remains effective.

²³ Relevant policy documents and management measures are published on JD Group's internal security portal.

In 2024

the coverage and completion rate of employees in the online assessment for integrity and compliance have both reached

100%



During the Reporting Period, JINGDONG Logistics passed annual supervisory audits for ISO 27001 certification for privacy information management systems, the CCRC certification for data security management, and the Level-3 DSMM certification for data security management capability, maintaining validity for all three certifications. Additionally, to meet the information security requirements of German automotive industry clients, Beijing Jingbangda obtained TISAX²⁴ certification in the first quarter of 2025.

To enhance the culture of information security and privacy protection, we actively participate in JD Group's information security awareness training initiatives. Employees are categorized into the management, general staff, frontline staff, and international staff for tailored online training sessions. The training covers topics such as information security policies and regulations, best practices in daily work scenarios, anti-data leakage measures, and phishing prevention. This year, the training achieved 100% employee coverage, spanning the entire employee lifecycle from onboarding to pre-departure, effectively improving employees' information security management capabilities.



Beijing Jingbangda ISO 27001& ISO 27701 Certification Certificate

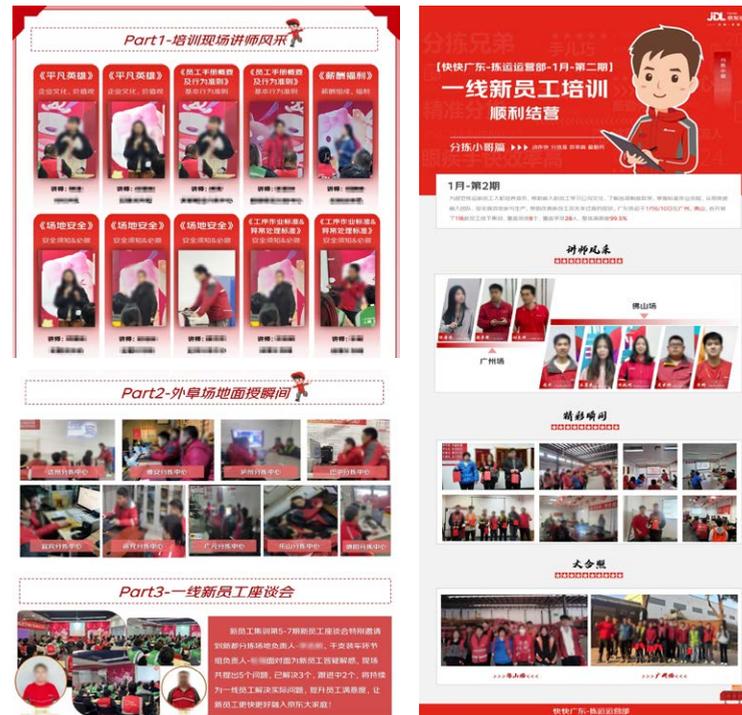
²⁴ TISAX: Trusted Information Security Assessment Exchange, is an information security assessment standard jointly established by the VDA and ENISA. The TISAX certification aims to ensure information security across the automotive supply chain, helping companies in the industry safeguard sensitive data and assets while enhancing overall cybersecurity standards.

High-Risk Specialized Training

Deepening employees' understanding of the eight information security red lines, data security, and privacy in various business contexts

Process Training

Conducting process training for newly hired frontline couriers, covering topics such as parcel sorting and delivery procedures, with a focus on information security and privacy protection



JINGDONG Logistics Information Security Training

Privacy Protection

JINGDONG Logistics implements privacy protection measures based on data and privacy security management systems, including the *Data and Privacy Security Management Regulation of JD Group*, the *Employees' Security Guidelines for the Use of Sensitive Data, Users' Private Data Storage Security Rules*, and the *Protection Requirements for Minors' Personal Information*. During the Reporting Period, JINGDONG Logistics completed the re-certification audit for the ISO 27701 privacy information management system. No significant privacy breaches occurred this year.

In terms of personal privacy protection, JINGDONG Logistics has implemented privacy protection measures that cover the entire lifecycle of users' personal information, effectively safeguarding user privacy and preventing privacy breach incidents.

Collection: Display the privacy policy to users, obtain their consent, and implement classified and graded management of personal information

Storage: Secure storage using encryption technology, combined with data anonymization and slicing services to enable precise control over field-level data access

Usage: Strictly control access permissions through a unified permission management platform, monitor and audit information usage with technologies such as system logs, page watermarks, and data watermarks, and adopt privacy waybills and privacy call technologies

Transmission: Data is transmitted using the HTTPS encryption protocol. For data shared with third parties, personal information is anonymized, and a data watermark is applied

Deletion: Maintain detailed operation logs to ensure the deletion process is traceable

Technology Ethics Regulation

With the rapid advancement of AI technology, JINGDONG Logistics deeply understands the importance of technology ethics in daily operations. We continue to uphold the principle of using technology for the betterment of society and rigorously adhere to the requirements outlined in the *Interim Measures for the Administration of Generative Artificial Intelligence Services*, as well as the *Data and Privacy Security Management Regulation of JD Group* and the *Privacy Impact Assessment Process*. By fully balancing artificial intelligence technology with societal considerations, we ensure the legitimacy and sustainability of technological applications.

Intellectual Property Management

JINGDONG Logistics strictly complies with the *Patent Law of the People's Republic of China*, the *Trademark Law of the People's Republic of China*, and other relevant laws and regulations. In alignment with internal intellectual property management systems such as the *Patent Management Measures of JD Group*, the *Trademark Management Measures of JD Group*, the *Copyright Management Measures of JD Group*, the *Domain Name Management Measures of JD Group*, and the *Trade Secret Management Measures (Trial) of JD Group*, the Company conducts intellectual property management in a structured manner to ensure orderly advancement and effective implementation of all initiatives.

We place great emphasis on intellectual property management, rigorously standardizing processes for ownership, application, maintenance, and utilization to ensure orderly operations. A dedicated intellectual property management department has been established, staffed with professionals to ensure efficiency and compliance in managing intellectual property matters. In 2024, we conducted nearly 20 patent explorations, covering innovative products and services in logistics technology.

We integrate intellectual property risk prevention mechanisms into every phase of the product lifecycle and our operational management. Through systematic control measures, we ensure business development flexibility. Additionally, we assess suppliers' and partners' intellectual property status in procurement, contract review, and other processes, clarifying rights, obligations, and intellectual property ownership. By conducting confidentiality training and signing non-compete agreements, we effectively mitigate risks associated with internal personnel turnover, establishing a comprehensive intellectual property protection system.



Phased Measures for Intellectual Property Management

JINGDONG Logistics fully respects and protects the intellectual property achievements of others, while firmly safeguarding our own legal intellectual property rights. By proactively planning, we convert innovative solutions into patent applications before product mass production. Additionally, we actively monitor market trends through various means, conduct regular trademark monitoring, and promptly identify and resolutely combat all forms of infringement.

To engage employees in technological innovation and intellectual property protection, we continue to refine our intellectual property incentive mechanisms, offering rewards such as patent and software copyright bonuses. Additionally, we actively participate in industry innovation activities, with multiple patents and related technological advancements receiving widespread external recognition.

Awards and Honors:

The appearance patent for an intelligent handling robot won the Silver Award for Appearance Design at the



The digital carbon reduction technology for Monitoring, Reporting, Verification, and Tracking (MRV-T) of carbon footprints in warehousing and transportation, as the sole carbon footprint related technical patent in the logistics industry, was included in the jointly issued by eight national ministries and commissions including the National Development and Reform Commission (NDRC)



JINGDONG Logistics' cumulative number of authorized patents and software exceeds

5,000

JINGDONG Logistics values fostering employee innovation and raising awareness about intellectual property protection. Every year, around the April 26 World Intellectual Property Day, we organize diverse themed activities, leveraging both online and offline interactions to strengthen our intellectual property culture. In 2024, we continued to offer intellectual property protection-related training, hosting over 20 events that reached more than 600 participants, with a cumulative duration of nearly 40 hours.

In 2024

we continued to offer intellectual property protection-related training, hosting events over

20

reached more than

600 participants

cumulative duration nearly

40 hours

Sustainable Supply Chains >>

JINGDONG Logistics is convinced that building a stable, healthy and sustainable supplier partnership is an important cornerstone for realizing the high-quality development of the enterprise, industry and society. We are always committed to promoting the sustainable development of the whole industrial chain through responsible procurement and sound supplier management mechanisms.

JINGDONG Logistics complies with *the Bidding Law of the People's Republic of China*, *the Regulation on the Implementation of the Bidding Law of the People's Republic of China*, and relevant legal provisions of our operating locations. We strictly adhere to the institutional documents issued by JD Group, including the *Procurement Business Management System*, *the Sourcing and Procurement Process Guidelines*, *the Supplier Performance Evaluation Management Rules*, *the Procurement Acceptance Process*, and *the Supplier Code of Conduct*. JINGDONG Logistics has established an open, fair, and just full-process supplier management mechanism, committed to collaborating with partners to fulfill social responsibilities.

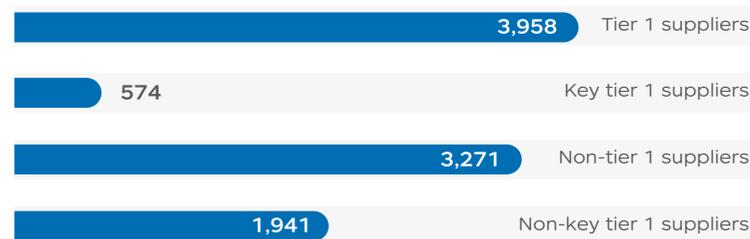
JINGDONG Logistics adopts hierarchical supplier management, with 13,878 suppliers as of the end of the Reporting Period.

By geographical region



Number of Suppliers by Geographical Region

By type



Number of Suppliers by Type²⁵

²⁵ The number of suppliers by type does not include suppliers from Deppon Logistics, Kuayue Express and Value-Added Services.

Responsible Sourcing

JINGDONG Logistics considers the ESG management level of suppliers as an important factor in procurement decisions and integrates it into the supplier selection and evaluation system. The Company regularly conducts assessments and identification of environmental, health and safety, labor rights, and ethical risks during the supply chain entry process and establishes specialized standards for logistics transportation.

Environmental Protection

JINGDONG Logistics integrates environmental protection requirements into the supplier selection process, adhering to JD Group's *Green Procurement Management Regulations*. The Company prioritizes the procurement and use of energy-saving, water-saving, and material-saving environmentally friendly raw materials, products, and services. During the entry phase, JINGDONG Logistics collects relevant environmental management system certification documents from suppliers. For capacity service providers, we require all vehicles to meet National IV or higher emission standards.

Health and Safety

JINGDONG Logistics requires suppliers to provide occupational health and safety accident records for the past three years during the entry process and conducts a comprehensive review of relevant certifications. For logistics transportation services, JINGDONG Logistics has established specific regulations. During the supplier entry process, we require full-truck transportation vehicles to provide full-track monitoring and purchase cargo transport insurance.

Labor Rights

JINGDONG Logistics clearly requires suppliers to comply with the *Labor Law of the People's Republic of China* and other laws and regulations. Prior to procurement cooperation, we will strictly review the compliance of suppliers and resolutely put an end to violations such as hiring child labor and forced labor.

Transparent Sourcing

JINGDONG Logistics requires its partners to sign a *Clean Cooperation Agreement* to ensure the integrity of procurement practices, prevent commercial bribery, and maintain a fair, just, and transparent business environment. The signing rate of the *Clean Cooperation Agreement* among cooperating suppliers has reached 100%.

Supplier Management

JINGDONG Logistics uses a digital management platform to systematically collect key qualification information from suppliers, including but not limited to business licenses, industry certifications, and system certifications. The Company also conducts supplier due diligence. After signing cooperation agreements, JINGDONG Logistics regularly evaluates supplier performance and implements strict assessment mechanisms for annual cooperation suppliers and key project suppliers to ensure that their service quality and performance capabilities meet standards. Additionally, regarding freight payment issues for suppliers and their downstream partners, we strictly supervise suppliers to ensure that they make timely and full payments in accordance with national regulations, safeguarding the legal rights and interests of employees and partners.

JINGDONG Logistics strictly prohibits any illegal or non-compliant behavior by suppliers and adopts a zero-tolerance approach toward violations. Once discovered, suppliers engaged in severe misconduct will be permanently blacklisted, while those with serious violations will be reported to market regulatory authorities or referred to judicial bodies in accordance with the law. In 2024, through systematic monitoring and evaluation, we identified and addressed 81 high-risk suppliers, among which 10 were blacklisted and 71 were suspended.

Supplier Capability Building

JINGDONG Logistics regularly provides suppliers with ESG-related training, including business ethics, quality and safety, and continues to deepen close supplier communication. At the same time, we provide ESG-specific training to key suppliers in the form of email push and online live-streaming sessions to comprehensively improve their environmental awareness and management.

Supplier ESG Training

Case

On December 6, 2024, JINGDONG Logistics hosted a special online training on sustainable supplier management, covering 1,386 logistics suppliers. The training highlighted the analysis of external drivers, common issues, standard tools and implementation initiatives, with an focus on sustainable supply chain management, delivering the systematical sharing of best industry practices. The training effectively enhanced suppliers' knowledge and practice capacity of the sustainable development philosophy, and provided strong support for the green transformation and high-quality development of JINGDONG Logistics' upstream and downstream supply chains.

TCFD Report on Climate-Related Financial Information Disclosure

It is a global consensus to control greenhouse gas emissions and addressing climate warming. As a key player in the global logistics and transportation market, JINGDONG Logistics follows the objectives and principles of the *United Nations Framework Convention on Climate Change* (UNFCCC) and the *Paris Agreement*, and takes active actions to commit itself to limiting the increase in global average temperature below 2 degrees Celsius above pre-industrialization levels, and strives to limit the temperature increase to under 1.5 degrees Celsius.

To this end, we have established a comprehensive climate change response system in accordance with the *International Sustainability Standards Board (ISSB) International Financial Reporting Standards (IFRS) S2 Climate-Related Disclosures*. This system includes strengthening our management framework, formulating strategic plans, conducting climate scenario analyses, and identifying climate-related risks and opportunities. Through these efforts, we continuously enhance the company's climate resilience and support the achievement of net-zero targets.

Governance

JINGDONG Logistics has deeply embedded climate management functions into its ESG governance structure, established a climate governance mechanism with the Board of Directors as the top-level decision-making core, clearly defined the strategic supervision and execution functions of the Board of Directors and the management in climate affairs, and strengthened its coordination and leadership effectiveness in low-carbon transformation. Relying on the three-tier synergistic structure of the Board of Directors, the executive team and the ESG Taskforce, the Company has systematically consolidated its climate governance capacity to ensure the implementation of climate actions across all businesses.



²⁶ The global average temperature rise relative to pre-industrial levels (1850 - 1900) by 2100.

Strategy

JINGDONG Logistics penetrates the principle of green development into its corporate strategy, integrates its corporate resources, leverages the advantages of the industry, and focuses on creating a benchmarking model for sustainable development in the industry through a series of innovative initiatives and strategic deployment.

In accordance with the *Implementation Guidance for Climate Disclosures under HKEX ESG Reporting Framework* issued by HKEX, the Company has built baseline operational scenarios and scenarios in contrast to them, and adopted the scenario modeling framework and its core parameters issued by the United Nations Intergovernmental Panel on Climate Change (IPCC) to carry out a quantitative assessment of climate-related risks. We comprehensively assessed the potential impacts of climate-related risks and opportunities on JINGDONG Logistics' strategy, business model and financial planning. These efforts have strengthened the Company's strategic resilience against climate change, providing a scientific basis for sustainable development in the future.

JINGDONG Logistics Climate Change Scenarios

| | Selected Scenario | Projected Temperature Rise by Century-End ²⁶ | Climate Scenario Characteristics & Descriptions |
|------------------|---|---|---|
| Physical Risks | RCP2.6 | Below 2° C | In the low greenhouse gas (GHG) emission scenario, strong global mitigation measures are implemented, leading to a decline in GHG emissions. The frequency and intensity of extreme weather events (e.g., typhoons, heavy rainfall, extreme heat) remain relatively low |
| | RCP8.5 | Above 3° C | In the high GHG emission scenario: No effective global mitigation measures are taken, resulting in continuous GHG emission growth. The frequency and intensity of extreme weather events (e.g., typhoons, heavy rainfall, extreme heat) increase significantly |
| Transition Risks | Net Zero Emissions by 2050 Scenario (NZE) | 1.3° C-1.5° C | Net-zero emissions in the energy sector will be achieved by mid-century through the deployment of clean energy technologies and improvements in energy efficiency, limiting global temperature rise to within 1.5° C by the end of the century |
| | Announced Pledges Scenario (APS) | 1.9° C -2.3° C | Governments and industries are assumed to fulfill their climate-related commitments, including Nationally Determined Contributions (NDCs) and long-term net-zero targets. However, these efforts still fall short of limiting global temperature rise to below 2° C by the end of the century |
| | Stated Policies Scenario (STEPS) | 2.4° C-2.8° C | Global governments and industries continue to follow existing climate policies and measures. As a result, GHG emissions keep increasing, making it impossible to achieve the targets set in the <i>Paris Agreement</i> |

The Company conducted comprehensive research and data collection based on different elemental conditions of low emission and high emission scenarios. We delved into the latest trends in the macro environment and industrial policies, along with climate change-related analysis aligned with the current business situation of each business line. In the past year, we identified 14 major climate change risks and opportunities, comprising 4 physical risks, 7 transition risks, and 3 climate change opportunities.

Based on the list of risks and opportunities, the Company has carried out in-depth analysis and assessment, formulated a special response plan, and established a dynamic monitoring mechanism to regularly assess and adjust the effectiveness of the management of risks and opportunities, so as to ensure the continued effectiveness of the response plan.

JINGDONG Logistics Climate Risk Analysis

| Physical Risks | | | | | |
|-------------------------------------|--------------|-----------------------------|------------------|--|--|
| Risk | Type | Impact Cycle | Financial Impact | Analysis of Impact | Response |
| Floods (inundation), heavy rainfall | Acute risk | Short, medium and long term | Medium | <p>The Company has deployed extensive network of self-operated warehouses and transportation systems covering a wide range of regions, as well as integrating various transportation modes such as road, rail, air, and sea, thus building an efficient logistics system. However, as the frequency or duration of flooding and heavy rainfall increases, it may cause potential damage to warehousing and logistics infrastructure, disruption of transportation routes, and interruption of the supply chain, thus resulting in disruption of cargo transportation and a decline in business. At the same time, it may lead to a significant increase in the additional costs of equipment maintenance and emergency response, which will ultimately have an adverse impact on the Company's revenue</p> | <ul style="list-style-type: none"> Adopting the design concept of "sponge city" to improve the drainage capacity of warehouses and parks Conducting in-depth analysis of historical information on heavy rainfall and flooding in the region where the operation site is located, and comprehensively optimizing flood warning mechanisms and emergency response plans Building an efficient catchment control system to control flood risk at source Implementing flood and storm prevention and mitigation initiatives, including consolidating logistics facilities, stockpiling supplies, and organizing drills, to minimize the impact of disasters and safeguard the smooth supply chain and business operations |
| Typhoon | Acute risk | Short, medium and long term | Medium | <p>Strong winds, heavy rains and other adverse weather conditions brought by typhoons may substantially affect the efficiency and safety of logistics transportation, making it difficult for logistics vehicles to pass through normally, and greatly extending the delivery timeline</p> <p>Typhoons may cause damage to logistics infrastructure such as warehouses and sorting centers, such as leaking roofs and broken doors and windows, which in turn threatens the safety of the materials in stock</p> <p>Unstable power supply during typhoons also affects the normal operation of logistics equipment, such as cold storage and sorting machines, thus posing greater challenges to logistics operations</p> | <ul style="list-style-type: none"> Make early preparation to develop alternate transportation solutions and contingency plans to ensure a rapid response in the event of a typhoon Strengthen weather monitoring and keep abreast of typhoon developments so that timely adjustments can be made to logistics and transportation routes and plans Strengthen the infrastructure of warehouses and sorting centers and other anti-typhoon measures, such as reinforcing doors and windows, preparing sandbags, emergency pumps and other flood control materials and supplies |
| Extreme high temperature | Acute risk | Short, medium and long term | Medium | <p>The Company has a large number of employees working outdoors, such as sorters, transporters and delivery personnel. The increase of extreme high temperature weather will reduce the efficiency of employees, endanger their health and safety, and increase high temperature allowance, medical care and other high temperature welfare expenses, and intensify input in cooling equipment</p> <p>In terms of cold chain and transportation, the demand for environmentally friendly refrigerants in warehouses and vehicles rises under high temperature conditions, and the operating life of batteries, machines and other equipment decreases under high temperatures, which will increase the Company's operating costs</p> | <ul style="list-style-type: none"> Commission a professional third party to assess the vulnerability of warehousing infrastructure and fixed assets, focusing on areas with significant urban heat island effects, such as city centers and ports Improve the high temperature warning system based on the assessment results Optimize preventive strategies, prepare contingency plans, and increase emergency reserves of explosion-proof tires, heat-prevention medicines, among others Strengthen the management of temperature control equipment in cold chain logistics and carry out preventive maintenance |
| Increased average temperature | Chronic risk | Medium and long term | Low | <p>High temperatures may lead to deteriorating road conditions, increasing transportation time and operating costs. High temperatures may also result in damage or deterioration of the goods being transported, increasing the cost of compensation and significantly increasing the cost of cold chain operations</p> | <ul style="list-style-type: none"> At the distribution level, we develop science-based planning paths and plans to reduce the risk of obstruction of cargo transportation At the technical level, we upgrade refrigeration technology to improve the ability to cope with high temperatures In the face of hot weather, we establish an emergency response mechanism, in collaboration with suppliers, and stock up supplies to ensure a smooth supply chain and maintain normal business operations |

| Transition Risk | | | | | | |
|--|-----------------------------|-----------------------|------------------|--|--|--|
| Risk | Type | Impact Cycle | Financial Impact | Analysis of Impact | Response | |
| Energy and resource efficiency regulatory requirements | Policy and regulatory risks | Short and medium term | Medium | <p>With the global concern about climate change, countries have introduced carbon emission control policies. JINGDONG Logistics, as a global player in the transportation and warehousing industry, may face policies such as carbon tax and carbon emission quota trading in the future, which will increase its operating costs</p> <p>At the same time, in order to realize the energy transition, JINGDONG Logistics may need to invest a large amount of money for the purchase of new energy vehicles, the construction of charging piles and other infrastructure, thus increasing financial investment</p> | <ul style="list-style-type: none"> Put in place a risk monitoring mechanism to monitor the direction of regional policies in real-time and adopt timely response initiatives Optimize the layout of the logistics network, adopt efficient transportation and warehousing equipment, and reduce energy consumption and waste | |
| Enhanced requirements for carbon emissions disclosures | Policy and regulatory risks | Short term | Medium | <p>The strengthening of carbon emission disclosure requirements across the globe will increase the Company's compliance costs, as well as its investment in carbon footprint verification, carbon accounting and carbon monitoring</p> | <ul style="list-style-type: none"> Strengthen regional cooperation and policy integration to promote the Company to meet disclosure requirements and achieve balanced and effective low-carbon development By virtue of self-developed greenhouse gas management platform (JDCMS), we comprehensively manage the greenhouse gas emissions of Scope 1, 2 and 3 across the Group, and establish a sound digital carbon management system integrating carbon emission data monitoring, reporting and verification | |
| Environmental standards | Policy and regulatory risks | Short term | Medium | <p>Stricter environmental standards and the potential for litigation in the event of violations of the laws of the places of operation may increase the Company's compliance costs</p> <p>In addition, if environmental litigation is lodged against the Company, its reputation will be damaged, which in turn will affect its revenue</p> | <ul style="list-style-type: none"> Learn and understand the laws and regulations of operation locations, and raise employees' awareness of environmental protection laws Introduce advanced environmental protection technology and equipment, enhance the consumption proportion of renewable energy and reduce environmental impacts | |
| Environmental standards | Policy and regulatory risks | Medium term | High | <p>Fluctuations in carbon pricing directly impact the Company's carbon emission costs. An increase in carbon prices may raise operational costs, while a decrease could potentially reduce their environmental expenses</p> | <ul style="list-style-type: none"> Continuously track carbon policies and assess their potential impacts on operations Improve storage efficiency and reduce carbon emissions by adopting energy-efficient equipment and cleaner energy sources to effectively in response to volatile and unstable carbon pricing | |
| Fluctuant energy prices | Market risks | Short and medium term | Medium | <p>Rising energy prices may lead to more fuel costs, thus increasing transportation costs</p> <p>The Company may raise the price of its services due to increases in transportation costs, which may affect consumer behavior and the Company's earnings</p> | <ul style="list-style-type: none"> Adopt a diversified sourcing strategy to select cost-effective energy suppliers Optimize the layout of the transport network and increase green transport routes Improve the efficiency of energy use, such as upgrading energy-saving equipment, in a bid to reduce energy costs | |
| Low carbon technology R&D and transition costs | Technology risks | Medium and long term | Medium | <p>Low-carbon technology research and development and its application requires the Company to invest a lot of money and time, which will affect its cash flow in short period of time, increase operating costs</p> | <ul style="list-style-type: none"> Strengthen industry-academia-university cooperation research and peer-to-peer cooperation to work together to promote the research and development of low-carbon technologies and reduce the financial impact of technology development Pay close attention to government policy trends and participate in government programs, obtain financial support and tax incentives to reduce R&D costs | |
| Stakeholder attention | Reputation risks | Medium and long term | Medium | <p>JINGDONG Logistics has secured remarkable sustainability achievements, which has attracted much attention from the outside world and won its inclusion in the rating scope by a number of ESG indices. If JINGDONG Logistics' low carbon performance is poor, it may affect investors' decisions, make it more difficult for the Company to raise capital, increasing the financing cost</p> | <ul style="list-style-type: none"> Deploy a professional team to conduct public opinion monitoring for risk alarming Conduct regular ESG disclosure to enhance stakeholders' confidence by enriching communication with investors Actively respond to various inquiries from ESG rating agencies and regulatory authorities to improve the Company's ESG performance | |

| Climate Change Opportunities | | | | | |
|---|---------------------|-----------------------|------------------|--|---|
| Opportunity | Type | Impact Cycle | Financial Impact | Analysis of Impact | Response |
| Green and low-carbon logistics services | Product and service | Short and medium term | Medium | Green and low-carbon logistics services will require investments in technology and energy transition in the short term, but will bring more economic and social benefits in the medium and long term. Compared with traditional energy, green low-carbon logistics services will effectively reduce the impact of rising energy prices in the medium and long term, bring stable income, and also meet the demand for green logistics services from relevant stakeholders. At the same time, green low-carbon logistics can effectively link upstream and downstream enterprises, collaborate with suppliers and downstream enterprises to deliver green services, and promote industrial chain transformation | <ul style="list-style-type: none"> Establish a comprehensive carbon emissions monitoring system to ensure the accuracy and timeliness of carbon emissions data Strengthen regional cooperation and policy integration to promote companies to meet disclosure requirements and achieve balanced and effective low-carbon development |
| More climate-resilient supply chains | Product and service | Medium and long term | Medium | JINGDONG Logistics takes the construction of intelligent low-carbon logistics parks as a strategic pivot to effectively guard against the impact of the tightening of global carbon regulatory requirements and the frequent occurrence of extreme events. In addition, strengthening the green supply chain construction can effectively prevent the risk of supply disruption, while increasing presence in the emerging markets and increasing revenue | <ul style="list-style-type: none"> Learn and understand the laws and regulations of operation locations, and raise employees' awareness of environmental protection laws Strengthen the construction of sustainable supply chains, enhance exchanges with upstream and downstream enterprises and provide assistance to improve their climate change management |
| Shifts in consumer preferences | Market | Medium and long term | Medium | As consumers' concern for the environment continues to grow, they are more willing to pay higher prices for brands that adopt sustainable logistics practices. By adopting electric vehicles, optimizing transportation routes for carbon emissions reduction, and using recyclable packaging materials, logistics companies can not only meet consumers' environmental needs, but also enhance their brand image | <ul style="list-style-type: none"> Introduce green packaging and eco-friendly transportation services to meet consumers' environmental needs Conduct publicity and education activities through diversified channels to raise awareness among consumers about environmentally friendly logistics and their preferences |

Risk Management

JINGDONG Logistics actively builds a climate risk control process and integrates it into the Company's overall risk management process. Through continuous monitoring of the business environment, operational status and the implementation of risk countermeasures, JINGDONG Logistics discovers potential risks in a timely manner and carries out early warnings to ensure that the risks can be promptly prevented, effectively controlled and appropriately resolved.

- 1. Define the business background**

After several rounds of cross-departmental research, we have a unified understanding of the transmission mechanism of climate risk in various business segments through in-depth deconstruction of the business value chain and business logic, which has built a complete decision-making framework for the subsequent development of precisely adapted transformation strategies
- 2. Establish climate risk inventory**

Through the panoramic scanning of global climate evolution trends and industrial transformation dynamics, based on the characteristics and strategic demands of the logistics industry, and with the help of systematical analysis of the driving mechanism and opportunities of climate elements on business operations, a climate change risk inventory can be delivered accordingly
- 3. Rank of risk materiality**

By combining quantitative and qualitative methods, we conduct a comprehensive analysis of the potential impacts of climate change on business operations, as well as key expectations from investors and government regulatory agencies regarding climate responses and other related indicators. In this way, the identified climate-related risks and opportunities can be prioritized
- 4. Analyse and present results**

The results of the risk ranking were discussed by internal and external experts to form a climate change risk matrix, which was presented to the Board of Directors for review and final confirmation of significant climate change risks and opportunities for JINGDONG Logistics in this reporting period
- 5. Develop countermeasures**

Based on the significant climate risks and opportunities identified by the Board of Directors, the ESG Committee will develop targeted countermeasures and promote the normalization of climate change risk management
- 6. Supervise and disclosure**

The Company regularly traces the progress of managing climate change risk management and establishes a special TCFD report section in the JINGDONG Logistics ESG Report annually to make public disclosures in response to the concentration and expectations of various stakeholders

Under the risk management system, JINGDONG Logistics has developed a special emergency response management system for potential risks such as extreme weather by clarifying the analysis standards and response plans for extreme scenarios. Based on the extreme weather classification standards adopted by the observatory, JINGDONG Logistics has formulated three levels and sorted out more than 2,000 key supply categories accordingly, laying a material foundation for the implementation of solutions, thus ensuring the stability of the logistics supply chain and the efficiency of the emergency response under extreme weather.

Meanwhile, we implement the logistics support principles of "safety first, prevention-oriented, integrated prevention, resistance, and rescue; coordinated collaboration, tiered responsibility and provincial/regional leadership". We also improve the full-process logistics support mechanism of "prevention before the event, response during the event, and follow-up after the event".



Metrics and Targets

In alignment with the TCFD standards, as well as the identification and assessment of climate-related risks and opportunities, JINGDONG Logistics has set a series of climate management metrics and targets, and put in place a dynamic monitoring mechanism to track the effectiveness of implementation. The Company comprehensively measures the environmental impacts of operational activities, and implements targeted emission reduction and optimization measures to promote systematic improvement of environmental management effectiveness. We relentlessly strengthen our strategic deployment of climate resilience to further enhance our business resilience and sustainability, thereby serving as benchmark in practices to address the challenges of global climate change.

JINGDONG Logistics' Targets in Responses to Climate Change

| Tier 1 Indicators | Tier 2 Indicators | Description of Indicators | Goals Setting |
|--------------------------|--|---|--|
| Governance goals | Improve the climate governance structure | <p>To strengthen the supervision responsibilities of the Board of Directors of JINGDONG Logistics on the adjustment of climate-related strategies, risk determination and follow-up of targets</p> <p>To continuously improve the functions of the ESG Management Committee on the management of climate-related risks and targets and the management of greenhouse gas emissions</p> | The Board of Directors will consider the achievement of significant climate-related risks and carbon emission targets annually. Also, the Board listens to reports from the ESG Management Committee and management at least four times a year |
| | Build a cross-sectoral synergy mechanism of climate governance | To establish cross-sectoral synergies on climate governance with key business units for promoting carbon emissions targets based on carbon emissions goal, clearly outlining the responsibilities of each department and business unit | Performance appraisal indicators will be established, with continuous tracking and revisions |
| Strategic goals | Deepen quantitative research on climate risk of business operations | To gradually integrate the financial strain analysis of climate risks on the business, based on the ranking of climate risks | Feasibility studies on financial analysis related to climate risk will be promoted |
| Risk management goals | Conduct annual assessment of climate risk | To conduct an annual assessment and analysis of climate-related physical and transition risks, and form a heat map of climate risks for the current year, and gradually integrate it into the Company's risk management system | Carries out the assessment of climate risks annually |
| Emission reduction goals | Implement emissions reduction practices across the entire value chain. | <p>Scope 1:</p> <ul style="list-style-type: none"> • In transportation, to continuously increase the proportion of new energy vehicles, adopt new energy heavy trucks in the case of gradually dense highway exchange stations • To explore the application of hydrogen and even green hydrogen in more areas and on more routes • In the cold chain fugitive link, to eliminate more usage of more environmentally-friendly R22 refrigerant <p>Scope 2:</p> <ul style="list-style-type: none"> • In warehousing, to further improve energy efficiency through intelligent control, digital win technology and other advanced digital means, to increase cargo turnover rate, and to optimize cargo storage and transfer path, based on the foundation of Asia No.1 smart industrial parks • To improve the efficiency of electricity and heat usage in various scenarios such as offices and parks, and to gradually implement green power procurement in the provinces where each region is located, in line with the national energy transition. To increase the proportion of data centers using natural cooling sources and clean energy usage, to install distributed photovoltaic power generation systems on a large scale, to enhance energy storage and cooling capacity, and improve building layout and low energy consumption design, and to strengthen the operation and maintenance management platform • To fully investigate new energy electric vehicles, examine the light storage charging (swapping) integrated technology, and to promote the adoption of green power for new energy vehicles | |

| Tier 1 Indicators | Tier 2 Indicators | Description of Indicators | Goals Setting |
|------------------------------|---|--|---|
| Emission reduction goals | Promote emission reductions in upstream and downstream of supply chains | Scope 3: • In packaging, continuously promote the "Green Stream Initiative", and encourage the environmental certification of the original packaging of products while implementing reduced and recycled packaging materials, and to effectively promote the green and low-carbon upstream packaging process • To inspire suppliers' participation in setting and implementing carbon reduction targets through practical actions • To encourage third-party outsourced transportation suppliers to increase the percentage of use of new energy vehicles, strengthen the ledger recording of energy consumption, mileage and other data • To collaborate with our suppliers and partners through our self-developed logistics and transportation mobile carbon emission management platform (SCEMP) • To promote employees' awareness of green life and encourage them to choose transportation modes with lower carbon emissions to travel • To cultivate the concept of green consumption and recycling in society and advocate for carbon reduction actions at the consumption end | |
| | Enhance the management and disclosure of greenhouse gas emission data | To actively carry out a more completed carbon inventory and extend the coverage to Deppon Logistics and Kuayue Express, so as to form a unified GHG emission data management and quantification standard | The entire scope disclosure of GHG emissions data of JINGDONG Logistics (including Deppon Logistics and Kuayue Express) should be made annually |
| Information disclosure goals | Disclose TCFD reporting annually | To improve TCFD report disclosure year by year and publish TCFD report annually | The TCFD report will be published annually, and will be perfected, enriched and deepened year by year |

JINGDONG Logistics Greenhouse Gas Emission

| Indicator | Units | 2022 | 2023 | 2024 |
|--|---|-------|-------|-------|
| Direct GHG emissions (Scope 1) | 10,000 tonnes of CO ₂ equivalent | 148.6 | 180.7 | 226.0 |
| Indirect GHG emissions (Scope 2) | 10,000 tonnes of CO ₂ equivalent | 79.2 | 83.9 | 88.1 |
| Other indirect GHG emissions (Scope 3) | 10,000 tonnes of CO ₂ equivalent | 348.4 | 653.4 | 683.2 |
| Total amount of GHG emissions | 10,000 tonnes of CO ₂ equivalent | 576.2 | 918.1 | 997.3 |
| GHG emissions intensity | tonnes of CO ₂ equivalent/RMB million of revenue | 41.9 | 55.1 | 54.5 |

Appendix

Sustainability Performance Table²⁷

Greenhouse Gas Emissions

| Indicator | 2022 | 2023 | 2024 | Units |
|---|-------|-------|---------------------|---|
| Direct GHG emissions ²⁸ (Scope 1) | 148.6 | 180.7 | 226.0 ²⁹ | 10,000 tonnes of CO ₂ equivalent |
| Energy indirect GHG emissions ³⁰ (Scope 2) | 79.2 | 83.9 | 88.1 | 10,000 tonnes of CO ₂ equivalent |
| Other indirect GHG emissions ³¹ (Scope 3) | 348.4 | 653.4 | 683.2 | 10,000 tonnes of CO ₂ equivalent |
| Total GHG emission | 576.2 | 918.1 | 997.3 | 10,000 tonnes of CO ₂ equivalent |
| GHG intensity ³² | 41.9 | 55.1 | 54.5 | tonnes of CO ₂ equivalent / RMB million of revenue |

Air Pollutant Emissions³³

| Indicator | 2022 | 2023 | 2024 | Units |
|--------------------|----------|-----------|-----------|--------|
| Nitrogen oxides | 9,576.70 | 11,211.33 | 13,587.65 | tonnes |
| Sulfur dioxide | 9.07 | 10.68 | 12.79 | tonnes |
| Particulate matter | 702.60 | 820.85 | 995.40 | tonnes |

Energy Consumption

| Indicator | 2022 | 2023 | 2024 | Units |
|---|----------|----------|------------------------|-----------------------|
| Gasoline consumption | 8,617.2 | 9,849.7 | 11,297.9 ²⁹ | 10,000 liters |
| Diesel fuel consumption | 48,486.7 | 57,347.9 | 69,133.8 ²⁹ | 10,000 liters |
| Hydrogen consumption | / | / | 155,928.5 | kilograms |
| Aviation kerosene consumption ³⁴ | 1,116.5 | 15,866.8 | 40,895.6 | tonnes |
| Natural gas consumption | 238.2 | 153.1 | 487.4 | 10,000 m ³ |
| Total direct energy consumption | 562.6 | 690.9 | 843.4 | 10,000 MWh |

²⁷ Data as of December 31, 2024, or for the year ending December 31, 2024 (as applicable), cover JINGDONG Logistics, its subsidiaries, and consolidated affiliated entities, including Deppon Logistics and Kuayue Express.

²⁸ The Scope 1 GHG emissions were calculated primarily based on the *Reporting Guidance on Environmental KPIs of the Hong Kong Exchanges and Clearing Limited (HKEX) on Environmental KPIs* and the *Guidelines for Accounting and Reporting Greenhouse Gas Emissions from Land Transport Enterprises (Trial)* issued by the National Development and Reform Commission (NDRC).

²⁹ To enhance management efficiency and capabilities, JINGDONG Logistics transitioned part of its previously outsourced third-party vehicle capacity to self-operated fleets in 2024, resulting in a significant increase in gasoline and diesel consumption. Correspondingly, certain GHG emissions that fell under Scope 3 in 2023 have been reclassified under Scope 1 in 2024.

| Indicator | 2022 | 2023 | 2024 | Units |
|---------------------------------------|-------------|-------------|-------------|----------------------------|
| Direct energy consumption intensity | 40.9 | 41.5 | 46.1 | MWh/RMB million of revenue |
| Outsourced electricity | 1,331,341.0 | 1,413,466.8 | 1,593,618.1 | MWh |
| Outsourced heat | 10,390 | 83,459.4 | 66,791.0 | MWh |
| Total indirect energy consumption | 134.2 | 149.7 | 166.0 | 10,000 MWh |
| Indirect energy consumption intensity | 9.8 | 9.0 | 9.1 | MWh/RMB million of revenue |
| Total energy consumption | 696.7 | 840.6 | 1,009.4 | 10,000 MWh |
| Energy consumption intensity | 50.7 | 50.5 | 55.2 | MWh/RMB million of revenue |

Resource Consumption

| Indicator | 2022 | 2023 | 2024 | Units |
|---|--------|--------|--------|-------------------------------|
| Total water consumption ³⁵ | 315.60 | 753.11 | 777.96 | 10,000 tonnes |
| Density of water consumption | 22.90 | 45.20 | 42.55 | tonnes/RMB million of revenue |
| Total amount of packaging material used for finished products ³⁶ | 55.60 | 50.70 | 45.30 | 10,000 tonnes |
| Density of packaging used for finished products | 93.20 | 73.90 | 52.67 | grams/piece |

³⁰ The Scope 2 GHG emissions were calculated primarily based on the *Reporting Guidance on Environmental KPIs of the HKEX*, with the electricity emission factor set at 0.5366kgCO₂/kWh, as per the *Announcement on the Release of the 2022 Electricity Carbon Dioxide Emission Factors* issued by the Ministry of Ecology and Environment in December 2024.

³¹ The Scope 3 GHG emissions were calculated primarily based on the *Reporting Guidance on Environmental KPIs of the HKEX*. Details on specific Scope 3 GHG emission categories for 2024 can be found in the appendix of this report - Greenhouse Gas Verification Statement. The Scope 3 GHG emissions inventory for 2022 included only JINGDONG Logistics, excluding Deppon Logistics and Kuayue Express, whereas the inventory for 2023 and 2024 encompasses JINGDONG Logistics, Deppon Logistics, and Kuayue Express.

³² The formula for greenhouse gas emission intensity is: (Scope 1 + Scope 2 + Scope 3 GHG emissions) / Annual revenue. The data for 2022 and 2023 have been updated in this report in accordance with the latest method.

³³ The primary sources of air pollutants associated with the Company are *gasoline-powered and diesel-powered* vehicles. The calculation formulas and emission factors are based on the *Reporting Guidance on Environmental KPIs of the HKEX* and the *Guidelines for Accounting and Reporting Greenhouse Gas Emissions from Land Transport Enterprises (Trial)* of the NDRC.

³⁴ The aviation kerosene data covers operations from October to December (three aircraft) for 2022, covers operations of six aircraft for 2023, and covers operations of nine aircraft for 2024.

³⁵ The water consumption calculation for 2022 follows the conversion standards outlined in the *Standard for Design of Building Water Supply and Drainage (GB50015-2019)*, using the per capita daily domestic water consumption standard for office buildings with a fixed work schedule. The total employee count used for calculations includes only official employees of JINGDONG Logistics. In 2023 and 2024, the scope of water consumption data collection was expanded to include commercial premises.

³⁶ Finished product packaging primarily includes express mailers, plastic film packaging bags, plastic fillers, express boxes, transparent tape, foam boxes, stretch film, and woven bags.

Waste Emissions

| Indicator | 2022 | 2023 | 2024 | Units |
|---|-------|-------|-------|----------------------------------|
| Total hazardous waste ³⁷ | 20.10 | 18.80 | 16.79 | tonnes |
| Hazardous waste density | 0.14 | 0.12 | 0.10 | kilograms/RMB million of revenue |
| Total non-hazardous waste ³⁸ | 10.10 | 10.40 | 6.65 | 10,000 tonnes |
| Non-hazardous waste density | 0.70 | 0.60 | 0.36 | tonnes/RMB million of revenue |

Employees

| Indicator | 2022 | 2023 | 2024 | Units |
|---|---|---------|---------|-----------------|
| Total number of employees ³⁹ | 390,029 | 457,015 | 498,709 | persons |
| By employment category | Full-time | 390,029 | 457,015 | persons |
| | Part-time | / | / | 3,495 persons |
| By gender | Male | 319,731 | 377,780 | persons |
| | Female | 70,298 | 79,235 | persons |
| By age ⁴⁰ | <30 | / | / | 155,970 persons |
| | 30-50 | / | / | 335,115 persons |
| | >51 | / | / | 7,624 persons |
| By employee category | Management level | / | 30,622 | 26,419 persons |
| | Staff level | / | 426,393 | 472,290 persons |
| By geographical region | Mainland China | / | 456,496 | 497,750 persons |
| | Hong Kong SAR, Macao SAR, Taiwan of PRC, and Overseas regions | / | 519 | 959 persons |
| Share of women in all management positions | / | / | 11.53 | % |
| Share of women in senior management positions | / | / | 15.94 | % |
| Number of employees with disabilities | 2,175 | 3,416 | 3,797 | persons |

Employee Turnover Rate

| Indicator | 2022 | 2023 | 2024 | Units |
|--------------------------------------|---|------|------|--------|
| Employee turnover rate ⁴¹ | 18.7 | 15.8 | 15.4 | % |
| By gender | Male | 18.0 | 15.7 | 14.9 % |
| | Female | 22.0 | 16.3 | 17.5 % |
| By age ⁴⁰ | <30 | / | / | 21.0 % |
| | 30-50 | / | / | 12.2 % |
| | >51 | / | / | 5.9 % |
| By geographical region | Mainland China | 18.7 | 15.8 | 15.4 % |
| | Hong Kong SAR, Macao SAR, Taiwan of PRC, and Overseas regions | 18.2 | 11.3 | 12.5 % |

Development & Training

| Indicator | 2022 | 2023 | 2024 | Units |
|---|---------------------------|------|------|----------|
| Percentage of training by gender ⁴² | Male | 100 | 100 | 100 % |
| | Female | 100 | 100 | 100 % |
| Percentage of training by employee category ⁴² | Management level | 100 | 100 | 100 % |
| | Staff level | 100 | 100 | 100 % |
| Average hours by gender | Male | 15 | 23 | 29 hours |
| | Female | 19 | 26 | 55 hours |
| Average hours by employee category | Management level | 37 | 84 | 49 hours |
| | Staff level ⁴³ | 24 | 22 | 33 hours |

³⁷ Hazardous waste primarily consists of electronic waste, used lead-acid batteries, discarded fluorescent tubes, and used toner cartridges and ink cartridges.

³⁸ Non-hazardous waste mainly includes general operational waste, decommissioned vehicles and tires, plastic products, and cardboard boxes.

³⁹ The total number of employees, along with statistics on gender, age, and category, covers only full-time employees directly managed by JINGDONG Logistics.

⁴⁰ JINGDONG Logistics followed independent reporting criteria for its workforce age classification during 2022-2023 and aligned with JD.com's unified standards in 2024.

⁴¹ The data related to employee turnover rate is based on the statistical scope of voluntary resignation.

⁴² The percentage of employees trained by gender and employee category was calculated as "(The number of trained employees in the category / Total trained employees) × 100%" during 2022-2023 and standardized to "(The number of trained employees in the category / Total employees in the category) × 100%" in 2024.

⁴³ From 2022 to 2023, the staff level referred to the general staff (excluding the couriers). In 2024, the staff level included both the general staff and the couriers.

Health and Safety

| Indicator | 2022 | 2023 | 2024 | Units | |
|---|---|--------|--------|---------|---|
| Number of work-related fatalities | 35 | 33 | 34 | persons | |
| Work-related death rate | 0.0090 | 0.0072 | 0.0068 | % | |
| Number of lost days due to work injury | 51,586 | 58,196 | 75,514 | days | |
| Accident rate per 1,000,000 working hours | Accident rate per 1,000,000 working hours—employees | / | 2.53 | 1.92 | / |
| | Percentage of employees participating in the survey | / | 100 | 100 | % |

Employee Rights and Interests

| Indicator | 2022 | 2023 | 2024 | Units |
|--|------|------|------|-------|
| Percentage of employees covered by collective bargaining agreement | 100 | 100 | 100 | % |

Health and Safety Training

| Indicator | 2022 | 2023 | 2024 | Units |
|--|------|-------|-------|-------|
| Percentage of employees covered by Environmental, Health and Safety (EHS) training | / | 100 | 100 | % |
| Frequency of Safety Drills | / | 7,091 | 7,599 | cases |
| Percentage of employees covered by safety drills | / | 93 | 100 | % |

Number of Suppliers

| Indicator | 2022 | 2023 | 2024 | Units | |
|--|---|--------|--------|-----------|-----------|
| Number of suppliers | 15,517 | 14,554 | 13,878 | suppliers | |
| By geographical region | Mainland China | 15,486 | 14,038 | 13,767 | suppliers |
| | Hong Kong SAR, Macao SAR, Taiwan of PRC, and Overseas regions | 31 | 516 | 111 | suppliers |
| The percentage of suppliers implementing the supplier compliance management system | 100 | 100 | 100 | % | |

Product Responsibility

| Indicator | 2022 | 2023 | 2024 | Units |
|--|--------|--------|-----------------------|-------|
| Number of complaint handling centers | 7 | 8 | 7 | units |
| Number of complaints about products and services | 11,378 | 11,931 | 126,087 ⁴⁴ | cases |
| Response rate of complaints | 100 | 100 | 100 | % |
| Complaint resolution rate | 98 | 98.4 | 98.5 | % |
| Complaint handling satisfaction | 96 | 98.1 | 98.4 | % |

Anti-Corruption

| Indicator | 2022 | 2023 | 2024 | Units |
|---|------|------|------|-------|
| The number and outcome of corruption cases brought and concluded against the company or its staff | 15 | 13 | 16 | cases |
| Number of cases in which employees were fired or disciplined for corruption | 178 | 130 | 114 | cases |
| The concluded corruption cases involved in the company | 0 | 0 | 0 | cases |

Anti-Corruption Training

| Indicator | 2022 | 2023 | 2024 | Units |
|--|------|------|------|-------|
| Percentage of employees who have received anti-corruption training | / | 100 | 100 | % |

Community Investment

| Indicator | 2022 | 2023 | 2024 | Units |
|---------------------------------|---------|---------|-----------|-------|
| Value of monetary donations | 500,000 | 475,859 | 1,007,000 | RMB |
| Value of physical donations | / | 150,000 | 309,760 | RMB |
| Time of employees' volunteering | 6,360 | 11,233 | 24,296 | hours |

⁴⁴ The complaint data for products and services comes from the State Post Bureau, and the scope of complaint statistics will be further expanded in 2024, and the statistical caliber and channel coverage will be further expanded.

Relevant Content Index

GRI Content Index

Statement of use: JINGDONG Logistics reported the information cited in this GRI Content Index with reference to the GRI Standards dated from January 1, 2024 to December 31, 2024. Listing only the disclosures in all GRI Standards it reported.

GRI 1 used: GRI 1: Foundation 2021

| Disclosure Indicator / Disclosure Item | Disclosure | Reporting Section |
|--|---|------------------------------------|
| GRI 2 : General Disclosure 2021 | | |
| The organization and its reporting practices | | |
| 2-1 | Organizational details | About JINGDONG Logistics |
| 2-2 | Entities included in the organization's sustainability reporting | Report Profile |
| 2-3 | Reporting period, frequency and contact point | Report Profile |
| 2-7 | Employees | Empowering Talent Development |
| 2-8 | Workers who are not employees | Strengthening Corporate Governance |
| 2-9 | Governance structure and composition | Strengthening Corporate Governance |
| 2-10 | Nomination and selection of the highest governance body | Strengthening Corporate Governance |
| 2-11 | Chair of the highest governance body | Strengthening Corporate Governance |
| 2-12 | Role of the highest governance body in overseeing the management of impacts | Strengthening Corporate Governance |
| 2-13 | Delegation of responsibility for managing impacts | Strengthening Corporate Governance |
| 2-14 | Role of the highest governance body in sustainability reporting | Sustainable Development Management |
| 2-19 | Remuneration policies | Empowering Talent Development |
| 2-22 | Statement on sustainable development strategy | Sustainable Development Management |
| 2-29 | Approach to stakeholder engagement | Sustainable Development Management |
| 2-30 | Collective bargaining agreements | Empowering Talent Development |
| 3-1 | Process to determine material topics | Sustainable Development Management |
| 3-2 | List of material topics | Sustainable Development Management |

| Disclosure Indicator / Disclosure Item | Disclosure | Reporting Section |
|---|---|---|
| 3-3 | Management of material topics | Sustainable Development Management |
| GRI 101: Biodiversity 2024 | | |
| 101-2 | Management of biodiversity impacts | Leading Green Logistics |
| 101-4 | Identification of biodiversity impacts | Leading Green Logistics |
| 101-5 | Locations with biodiversity impacts | Leading Green Logistics |
| 101-8 | Ecosystem services | Promoting Green Public Welfare |
| GRI 201: Economic Performance 2016 | | |
| 201-2 | Financial implications and other risks and opportunities due to climate change | TCFD Report on Climate-Related Financial Information Disclosure |
| 201-3 | Defined benefit plan obligations and other retirement plans | Empowering Talent Development |
| GRI 205: Anti-corruption 2016 | | |
| 205-1 | Operations assessed for risks related to corruption | Strengthening Corporate Governance |
| 205-2 | Communication and training about anti-corruption policies and procedures | Strengthening Corporate Governance |
| 205-3 | Confirmed incidents of corruption and actions taken | Strengthening Corporate Governance |
| GRI 206: Anti-competitive Behavior 2016 | | |
| 206-1 | Legal actions for anti-competitive behavior, anti-trust, and monopoly practices | Strengthening Corporate Governance |
| GRI 301: Materials 2016 | | |
| 301-1 | Materials used by weight or volume | Sustainability Performance Table |
| 301-2 | Recycled input materials used | Leading Green Logistics |
| 301-3 | Reclaimed products and their packaging materials | Leading Green Logistics |

| Disclosure Indicator / Disclosure Item | Disclosure | Reporting Section |
|---|---|--|
| GRI 302: Energy 2016 | | |
| 302-1 | Energy consumption within the organization | Sustainability Performance Table |
| 302-2 | Energy consumption outside of the organization | Sustainability Performance Table |
| 302-3 | Energy intensity | Sustainability Performance Table |
| 302-4 | Reduction of energy consumption | Leading Green Logistics |
| 302-5 | Reductions in energy requirements of products and services | Leading Green Logistics |
| GRI 303: Water and Effluents 2018 | | |
| 303-1 | Interactions with water as a shared resource | Strengthening Environmental Management |
| 303-2 | Management of water discharge-related impacts | Strengthening Environmental Management |
| 303-5 | Water consumption | Sustainability Performance Table |
| GRI 305: Emissions 2016 | | |
| 305-1 | Direct (Scope 1) GHG emissions | Sustainability Performance Table |
| 305-2 | Energy indirect (Scope 2) GHG emissions | Sustainability Performance Table |
| 305-3 | Other indirect (Scope 3) GHG emissions | Sustainability Performance Table |
| 305-4 | GHG emissions intensity | Sustainability Performance Table |
| 305-5 | Reduction of GHG emissions | Leading Green Logistics |
| 305-7 | Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions | Sustainability Performance Table |
| GRI 306: Waste 2020 | | |
| 306-1 | Waste generation and significant waste-related impacts | Leading Green Logistics |
| 306-2 | Actions taken to prevent waste generation | Leading Green Logistics |
| 306-3 | Composition of waste generated | Leading Green Logistics |
| 306-4 | Recovery operations used to divert waste from disposal | Leading Green Logistics |
| 306-5 | Disposal operations | Leading Green Logistics |
| GRI 308: Supplier Environmental Assessment 2016 | | |
| 308-1 | New suppliers that were screened using environmental criteria | Sustainable Supply Chains |

| Disclosure Indicator / Disclosure Item | Disclosure | Reporting Section |
|--|---|---|
| 308-2 | Negative environmental impacts in the supply chain and actions taken | Sustainable Supply Chains |
| GRI 401: Employment 2016 | | |
| 401-1 | New employee hires and employee turnover | Sustainability Performance Table |
| 401-2 | Benefits provided to full-time employees that are not provided to temporary or part-time employees | Empowering Talent Development |
| GRI 403: Occupational Health and Safety 2018 | | |
| 403-1 | Occupational health and safety management system | Safeguarding Health and Safety |
| 403-2 | Hazard identification, risk assessment, and incident investigation | Safeguarding Health and Safety |
| 403-3 | Occupational health services | Safeguarding Health and Safety |
| 403-4 | Worker participation, consultation, and communication on occupational health and safety | Safeguarding Health and Safety |
| 403-5 | Worker training on occupational health and safety | Safeguarding Health and Safety Sustainability Performance Table |
| 403-6 | Promotion of worker health | Safeguarding Health and Safety |
| 403-7 | Prevention and mitigation of occupational health and safety impacts directly linked by business relationships | Safeguarding Health and Safety |
| 403-8 | Workers covered by an occupational health and safety management system | Safeguarding Health and Safety |
| 403-9 | Work-related injuries | Safeguarding Health and Safety Sustainability Performance Table |
| 403-10 | Work-related ill health | Safeguarding Health and Safety Sustainability Performance Table |
| GRI 404: Training and Education 2016 | | |
| 404-1 | Average hours of training per year per employee | Empowering Talent Development Sustainability Performance Table |
| 404-2 | Programs for upgrading employee skills and transition assistance programs | Empowering Talent Development |
| 404-3 | Percentage of employees receiving regular performance and career development reviews | Empowering Talent Development |
| 6GRI 405: Diversity and Equal Opportunity 2016 | | |
| 405-1 | Diversity of governance bodies and employees | Empowering Talent Development |
| GRI 406: Non-discrimination 2016 | | |
| 406-1 | Incidents of discrimination and corrective actions taken | Empowering Talent Development |

| Disclosure Indicator / Disclosure Item | Disclosure | Reporting Section |
|--|--|------------------------------------|
| GRI 407: Freedom of Association and Collective Bargaining 2016 | | |
| 407-1 | Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk | Empowering Talent Development |
| GRI 408: Child Labor 2016 | | |
| 408-1 | Operations and suppliers at significant risk for incidents of child labor | Empowering Talent Development |
| GRI 409: Forced or Compulsory Labor 2016 | | |
| 409-1 | Operations and suppliers at significant risk for incidents of forced or compulsory labor | Empowering Talent Development |
| GRI 413: Local Communities 2016 | | |
| 413-1 | Operations with local community engagement, impact assessments, and development programs | Promoting Social Welfare |
| GRI 414: Supplier Social Assessment 2016 | | |
| 414-1 | New suppliers that were screened using social criteria | Sustainable Supply Chains |
| 414-2 | Negative social impacts in the supply chain and actions taken | Sustainable Supply Chains |
| GRI 416: Customer Health and Safety 2016 | | |
| 416-1 | Assessment of the health and safety impacts of product and service categories | Creating High-Quality Experience |
| 417: Marketing and Labeling 2016 | | |
| 417-1 | Requirements for product and service information and labeling | Creating High-Quality Experience |
| GRI 418: Customer Privacy 2016 | | |
| 418-1 | Substantiated complaints concerning breaches of customer privacy and losses of customer data | Strengthening Corporate Governance |

HKEX ESG Content Index

| Indicator | Description | Reporting Section |
|-----------------------------|---|--|
| A Environmental | | |
| Aspect A1: Emissions | | |
| General Disclosure | Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to air and greenhouse gas emissions, discharges into water and land, and generation of hazardous and non-hazardous waste. | Strengthening Environmental Management |
| A1.1 | The types of emissions and respective emissions data. | Sustainability Performance Table |
| A1.3 | Total hazardous waste produced (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility). | Sustainability Performance Table |
| A1.4 | Total non-hazardous waste produced (in tonnes) and, where appropriate, intensity (e.g. per unit of production volume, per facility). | Sustainability Performance Table |
| A1.5 | Description of emission target(s) set and steps taken to achieve them. | Strengthening Environmental Management |
| A1.6 | Description of how hazardous and non-hazardous wastes are handled, and a description of reduction target(s) set and steps taken to achieve them. | Leading Green Logistics |
| Aspect A2: Use of Resources | | |
| General Disclosure | Policies on the efficient use of resources, including energy, water and other raw materials. | Strengthening Environmental Management |
| A2.1 | Direct and/or indirect energy consumption by type (e.g. electricity, gas or oil) in total (kWh in '000s) and intensity (e.g. per unit of production volume, per facility). | Sustainability Performance Table |
| A2.2 | Water consumption in total and intensity (e.g. per unit of production volume, per facility). | Sustainability Performance Table |
| A2.3 | Description of energy use efficiency target(s) set and steps taken to achieve them. | Leading Green Logistics |
| A2.4 | Description of whether there is any issue in sourcing water that is fit for purpose, water efficiency target(s) set and steps taken to achieve them. | Strengthening Environmental Management |
| A2.5 | Total packaging material used for finished products (in tonnes) and, if applicable, with reference to per unit produced. | Sustainability Performance Table |

| Indicator | Description | Reporting Section |
|--|---|--|
| Aspect A3: The Environment and Natural Resources | | |
| General Disclosure | Policies on minimising the issuer's significant impacts on the environment and natural resources. | Strengthening Environmental Management |
| A3.1 | Description of the significant impacts of activities on the environment and natural resources and the actions taken to manage them. | Leading Green Logistics Promoting Green Public Welfare |
| B Social | | |
| Aspect B1: Employment | | |
| General Disclosure | Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to compensation and dismissal, recruitment and promotion, working hours, rest periods, equal opportunity, diversity, anti-discrimination, and other benefits and welfare. | Empowering Talent Development |
| B1.1 | Total workforce by gender, employment type (for example, full- or part-time), age group and geographical region. | Sustainability Performance Table |
| B1.2 | Employee turnover rate by gender, age group and geographical region. | Sustainability Performance Table |
| Aspect B2: Health and Safety | | |
| General Disclosure | Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to providing a safe working environment and protecting employees from occupational hazards. | Safeguarding Health and Safety |
| B2.1 | Number and rate of work-related fatalities occurred in each of the past three years including the reporting year. | Sustainability Performance Table |
| B2.2 | Lost days due to work injury. | Sustainability Performance Table |
| B2.3 | Description of occupational health and safety measures adopted, and how they are implemented and monitored. | Safeguarding Health and Safety |
| Aspect B3: Development and Training | | |
| General Disclosure | Policies on improving employees' knowledge and skills for discharging duties at work. Description of training activities. | Empowering Talent Development |
| B3.1 | The percentage of employees trained by gender and employee category (e.g. senior management, middle management). | Sustainability Performance Table |
| B3.2 | The average training hours completed per employee by gender and employee category. | Sustainability Performance Table |

| Indicator | Description | Reporting Section |
|------------------------------------|---|------------------------------------|
| Aspect B4: Labor Standards | | |
| General Disclosure | Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to preventing child and forced labor. | Empowering Talent Development |
| B4.1 | Description of measures to review employment practices to avoid child and forced labor. | Empowering Talent Development |
| B4.2 | Description of steps taken to eliminate such practices when discovered. | Empowering Talent Development |
| Aspect B5: Supply Chain Management | | |
| General Disclosure | Policies on managing environmental and social risks of the supply chain. | Sustainable Supply Chains |
| B5.1 | Number of suppliers by geographical region. | Sustainable Supply Chains |
| B5.2 | Description of practices relating to engaging suppliers, number of suppliers where the practices are being implemented, and how they are implemented and monitored. | Sustainable Supply Chains |
| B5.3 | Description of practices used to identify environmental and social risks along the supply chain, and how they are implemented and monitored. | Sustainable Supply Chains |
| B5.4 | Description of practices used to promote environmentally preferable products and services when selecting suppliers, and how they are implemented and monitored. | Sustainable Supply Chains |
| Aspect B6: Product Responsibility | | |
| General Disclosure | Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to health and safety, advertising, labelling and privacy matters relating to products and services provided and methods of redress. | Creating High-Quality Experience |
| B6.1 | Percentage of total products sold or shipped subject to recalls for safety and health reasons. | Creating High-Quality Experience |
| B6.2 | Number of products and service related complaints received and how they are dealt with. | Creating High-Quality Experience |
| B6.3 | Description of practices relating to observing and protecting intellectual property rights. | Strengthening Corporate Governance |
| B6.4 | Description of quality assurance process and recall procedures. | Creating High-Quality Experience |
| B6.5 | Description of consumer data protection and privacy policies, and how they are implemented and monitored. | Strengthening Corporate Governance |

| Indicator | Description | Reporting Section |
|---------------------------------|--|---|
| Aspect B7: Anti-corruption | | |
| General Disclosure | Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to bribery, extortion, fraud and money laundering. | Strengthening Corporate Governance |
| B7.1 | Number of concluded legal cases regarding corrupt practices brought against the issuer or its employees during the reporting period and the outcomes of the cases. | Appendix Sustainability Performance Table |
| B7.2 | Description of preventive measures and whistle-blowing procedures, and how they are implemented and monitored. | Strengthening Corporate Governance |
| B7.3 | Description of preventive measures and whistle-blowing procedures, and how they are implemented and monitored. | Strengthening Corporate Governance, Appendix Sustainability Performance Table |
| Aspect B8: Community Investment | | |
| General Disclosure | Policies on community engagement to understand the needs of the communities where the issuer operates and to ensure its activities take into consideration the communities' interests. | Promoting Social Welfare |
| B8.1 | Focus areas of contribution (e.g. education, environmental concerns, labour needs, health, culture, sport). | Promoting Social Welfare |
| B8.2 | Resources contributed (e.g. money or time) to the focus area. | Promoting Social Welfare Sustainability Performance Table |

Content Index of the Implementation Guidance for Climate Disclosures under HKEX ESG Reporting Framework

| Part D Climate Disclosures | Reporting Section |
|--|---|
| Governance | TCFD Report on Climate-Related Financial Information Disclosure |
| Skills and competencies | TCFD Report on Climate-Related Financial Information Disclosure |
| Processes and frequency | TCFD Report on Climate-Related Financial Information Disclosure |
| Roles and responsibilities of the board | TCFD Report on Climate-Related Financial Information Disclosure |
| Progress monitoring | TCFD Report on Climate-Related Financial Information Disclosure |
| Role and responsibilities of management | TCFD Report on Climate-Related Financial Information Disclosure |
| Strategy | TCFD Report on Climate-Related Financial Information Disclosure |
| Climate-related risks and opportunities | TCFD Report on Climate-Related Financial Information Disclosure |
| Business model and value chain | TCFD Report on Climate-Related Financial Information Disclosure |
| Climate resilience | TCFD Report on Climate-Related Financial Information Disclosure |
| Financial position, financial performance and cash flows | TCFD Report on Climate-Related Financial Information Disclosure |
| Strategy and decision-making | TCFD Report on Climate-Related Financial Information Disclosure |
| Risk Management | TCFD Report on Climate-Related Financial Information Disclosure |
| Risk identification | TCFD Report on Climate-Related Financial Information Disclosure |
| Risk assessment | TCFD Report on Climate-Related Financial Information Disclosure |
| Risk prioritization | TCFD Report on Climate-Related Financial Information Disclosure |
| Risk management | TCFD Report on Climate-Related Financial Information Disclosure |
| Risk integration | TCFD Report on Climate-Related Financial Information Disclosure |
| Metrics and Targets | TCFD Report on Climate-Related Financial Information Disclosure |
| Greenhouse gas emissions | TCFD Report on Climate-Related Financial Information Disclosure |
| Cross-industry metrics | TCFD Report on Climate-Related Financial Information Disclosure |
| Internal carbon prices | TCFD Report on Climate-Related Financial Information Disclosure |
| Remuneration | TCFD Report on Climate-Related Financial Information Disclosure |
| Industry-based metrics | TCFD Report on Climate-Related Financial Information Disclosure |
| Greenhouse gas emissions | TCFD Report on Climate-Related Financial Information Disclosure |

Independent Assurance Report



Independent Assurance Statement

To the Management of JD Logistics, Inc. and All Stakeholders,

China General Certification Centre ("CGC") was commissioned by JD Logistics, Inc. ("JINGDONG Logistics" or "the Company") to conduct an independent assurance on the sustainability-related information disclosed in its 2024 Environmental, Social, and Governance (ESG) Report ("the Report"). JINGDONG Logistics is responsible for the collection, compilation, analysis, and disclosure of the information and data presented in the Report. CGC performed the assurance within the scope defined by the agreement between CGC and JINGDONG Logistics. The Company is solely responsible for the completeness and accuracy of the information and data contained in the Report.

Assurance Standards

AA1000 Assurance Standard v3, CGC Sustainability Report Assurance Procedure

Type and Level: Type 2 Moderate Assurance

Assurance Scope

The assurance covers the information and data disclosed in the Report by JINGDONG Logistics and its subsidiaries for the period from January 1 to December 31, 2024. It does not include data or content provided by third parties such as suppliers. The assurance was conducted through on-site assessment. The assurance sites included the headquarters of JD Logistics, Inc. Sampling sites covered logistics parks, transit centers, sorting centers, and courier service outlets operated by JINGDONG Logistics, Deppon Logistics, and Kuayue Express. Any information disclosed in the Report that falls outside the above-mentioned time period, organizational boundary, or geographic coverage is not included within the scope of this assurance conclusion. For any inquiries regarding the contents of the Report, JINGDONG Logistics shall be responsible for providing the response.

Specified Sustainability Performance Information

This assurance engagement included an assessment of the quality, accuracy, and reliability of selected environmental, social, and governance (ESG) performance information disclosed in the Report. Sustainability performance information related to energy and greenhouse gas emissions that have already been verified by an independent third party were not subject to duplicate assurance as part of this engagement.



Independent Assurance Statement

Criteria

- ESG Reporting Code issued by The Stock Exchange of Hong Kong Limited
- Guidance on Climate Disclosures issued by The Stock Exchange of Hong Kong Limited
- GRI Sustainability Reporting Standards (GRI Standards) issued by the Global Sustainability Standards Board (GSSB)
- the Basic Principles for Corporate Sustainable Disclosure (Trial) issued by the Ministry of Finance
- IFRS S2 Climate-related Disclosures
- UN Sustainable Development Goals (SDGs)

Methodology

CGC developed and executed the assurance plan in accordance with established assurance procedures, including:

- Prior to conducting the assurance, preliminary investigation was carried out. The assurance process involved sampling, understanding, testing, and evaluating to assess the extent to which JINGDONG Logistics adheres to the AA1000 principles.
- Collection and evaluation of evidentiary documentation and management declarations supporting AA1000 Principal compliance.
- Structured interviews with management and functional departments responsible for selected metrics, accompanied by document sampling.

Limitations

- The assurance engagement utilized sampling methods based on the consideration of both quantitative and qualitative risk analyses. The scope of sampling was strictly limited to the data and information included in the Report.
- Stakeholder engagement was limited to internal stakeholders (including contractors), excluding external stakeholders.
- Some data and information presented in the Report do not have comparable or verifiable data/information sources available.

Conclusions

Adherence to AA1000 Assurance Principles

Based on the assurance procedures performed by CGC and the evidence obtained, nothing has come to our attention that causes us to believe that the Report is not in accordance with



Independent Assurance Statement

the four principles of AA1000AS v3. The detailed conclusions are as follows:

| | |
|-----------------------|--|
| Inclusivity | In the process of identifying material sustainability topics, JINGDONG Logistics has thoroughly identified both internal and external stakeholders of the organization. The highest governing body has made a public commitment to respond to stakeholder concerns and to incorporate stakeholder expectations into decision-making processes. |
| Materiality | JINGDONG Logistics has established a structured process for determining the prioritization of material topics. The Company has identified sustainability issues that are highly relevant to its industry and assessed their relative priority. Furthermore, JINGDONG Logistics has disclosed its strategies, management actions, and performance data related to sustainability management and operational practices. |
| Responsiveness | The Board of Directors of JINGDONG Logistics receives regular reports from the ESG Management Committee and senior management to ensure that concerns raised by stakeholders are effectively addressed across all levels and departments of the organization. JINGDONG Logistics draws upon a diverse range of domestic and international principles and frameworks to report comprehensively, accurately, and objectively to stakeholders on its management approaches and performance regarding material topics. |
| Impact | JINGDONG Logistics has thoroughly identified the actual and potential impacts of its business operations on the economy, environment, society, stakeholders, and the organization itself. In response to climate change as a key issue, the Company has conducted a comprehensive climate scenario analysis and developed targeted risk management measures based on the material climate-related risks identified. |



Independent Assurance Statement

Specified Sustainability Performance Information

For the assured specified sustainability performance information, we identified no issues questioning the truthfulness, accuracy, or reliability of disclosed data.

Independence and Competencies

China General Certification Center (CGC) is a nationally authoritative third-party technical service institution specializing in standard development, testing, inspection, certification, technical evaluation, and industry research. CGC's current business spans multiple sectors, including renewable energy, climate change and sustainable development, industrial equipment and intelligent manufacturing, rail transit, consumer goods, smart technologies, and information security. It provides customized integrated solutions for clients across industrial chains. CGC is an AccountAbility-accredited assurance provider (Code: 000-552), and the assurance team for this engagement comprises experts certified under AccountAbility's Associate Certified Sustainability Assurance Practitioner (ACSAP) program and professionals with extensive assurance experience.

CGC and JINGDONG Logistics are fully independent entities. There are no conflicts of interest between CGC and JINGDONG Logistics, its subsidiaries, or stakeholders. All assurance team members maintain no business relationships with JINGDONG Logistics, ensuring complete neutrality in the assurance process. All data and information within the report were provided by JINGDONG Logistics. CGC was not involved in the preparation or drafting of JINGDONG Logistics 2024 ESG Report beyond conducting the assurance activities and issuing this assurance statement.

Mian Li

Director of Climate and Sustainability Services

China General Certification Center

March 26, 2025



