



JINGDONG

2024 JD.com, Inc.
Environmental, Social
and Governance Report

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About This Report

This report is the Environmental, Social and Governance Report 2024 (referred to as the "ESG report" or "this report") released by JD.com, Inc. to detail the ESG strategies, management, and practices of JD.com, Inc. and its major subsidiaries included in its annual report (hereinafter referred to as "JD Group").

Reference and Principles



This report is prepared in accordance with reference to the *Environmental, Social and Governance Reporting Code* from the Hong Kong Exchanges and Clearing Limited ("HKEX"), the *ESG Reporting Guide 2.0* from the Nasdaq Stock Market, the United Nations Sustainable Development Goals (SDGs), the *GRI Standards* issued by the Global Sustainability Standards Board (GSSB), the Ten Principles of the UN Global Compact, and industry standards issued by the Sustainability Accounting Standards Board (SASB). Content dealing with climate change is prepared by referring to the *International Financial Reporting Sustainability Disclosure Standard No. 2 (IFRS S2) - Climate-related Disclosures*, the HKEX's *Implementation Guidance for Climate Disclosures*, and the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD).

Source of Information



The information and data in this report mainly come from the Group's internal data collection system, work reports, and public information, such as annual reports and media releases. Unless specified, the monetary amounts shown in this report are all presented in RMB. For ease of presentation, "JD.com" "JD" "the Group" and "we" all refer to "JD Group."

Reporting Scope



This annual report covers the period from January 1, 2024, to December 31, 2024 (hereinafter referred to as the "reporting period"). To make this report more comparable and forward-looking, some contents have been extended. The disclosure of this report is based on the consolidated scope of JD.com, Inc., JD.com's listed entity on the NASDAQ Stock Exchange in the United States.

Reporting Principles



This report conforms to the principles of "materiality," "quantitative," "balance," and "consistency."

Materiality: We have identified and assessed key ESG issues of concern for both internal and external stakeholders of the Group. For detailed materiality assessment process and results, please refer to "Material Issues."

Balance: This report provides an impartial account of our performance in a number of areas, including the environment, employees, supply chain, product services, communities, etc.

Quantitative: We have regularly collected data on quantitative key indicators including environmental, social, and governance categories, and presented summaries and disclosures in this report. The calculation method, reference standards, and parameters for quantitative ESG data in this report have been explained, as detailed in each chapter of this report.

Consistency: The methodology employed in this report is in line with that of previous years. Any differences that could affect meaningful comparisons with previous studies have been duly explained in the relevant chapters.

Report Access



This report is prepared in both Chinese and English. Should there be any discrepancy in meaning between the two versions, the Chinese version shall prevail. The electronic versions can be accessed on the ["Investor Relations" website](#).

Message from Chairman of the Board

In 2024, JD.com embraced both opportunities and challenges of global economic recovery and evolving consumer trends. Guided by our mission of "Making Lives Better through Technology" and anchored in the core values of "Customer First, Innovation, Dedication, Ownership, Gratitude, and Integrity," we continued to build on our strengths in supply chain capabilities driven by technological innovation and underpinned by a commitment to sustainability. We delivered value to hundreds of millions of users, empowered our industry partners, and advanced sustainable development for a synergistic promotion and creation of commercial and social value.

We solidify corporate compliance with integrity as the groundwork. JD.com adheres to the philosophy of "Achieving Success the Right Way" and embraces the principle of "Compliance Enables Development." We are committed to operating in compliance with regulations. Safeguarding user privacy and information security remains our top priority, and we strive to ensure the stable, efficient, and safe operation of our platforms. Internally, we continue to enhance our compliance and risk control, uphold a zero-tolerance stance on corruption, and take firm action against all forms of unethical business conduct to enable healthier business operations.

We refine green development paths with green philosophy as the guide. We accelerated the construction of a full-spectrum green infrastructure, and leveraged intelligent algorithms to optimize logistics routing and reduce carbon emissions per unit of transport. Through innovative reverse logistics solutions, eco-friendly packaging, and comprehensive product lifecycle management, we've lowered waste and boosted resource efficiency. In the field of green transportation, JD.com pioneered the large-scale deployment of hydrogen-powered

heavy trucks, setting an industry benchmark and providing a replicable model for reducing carbon emissions in logistics. We accelerated our shift from traditional to clean energy by installing distributed photovoltaic systems across its core warehouses. Through its sustainable consumption initiative, the "Green Impact Initiative," JD.com integrated eco-friendly principles into the purchasing decisions of hundreds of millions of users. In addition, our "trade-in" program facilitated the recycling of used electronics, further advancing the circular economy.

We empower employees and ecosystem partners with joint success and efforts as the drive. We uphold the belief that our employee's well-being and personal growth take precedence over mere profit. Employees are our most valuable asset, and we continue to refine a more human-centric and targeted approach to employee welfare. We are building a competitive compensation and benefits framework, while also establishing comprehensive, multi-tiered training and career development pathways to foster a work environment that is positive, healthy, and energetic. In tandem, we work closely with our supply chain partners to integrate ESG principles into supplier management. Through supplier training, we empower partners along the chain.

We meet the needs of society with a better world as the vision. We continuously optimize consumer services and experiences, promote technology for the public good, drive innovation through technology, and consistently deliver better shopping experiences to more consumers. JD.com is actively engaged in public welfare initiatives, leveraging JD Foundation to integrate industry resources with our strengths, providing strong support for disadvantaged groups, and demonstrating corporate compassion and responsibility through

concrete actions. In rural revitalization efforts, we persistently cultivate new quality productive forces in rural areas, use digital and intelligent supply chains to drive agricultural industry upgrades, expand logistics and supply chain networks into rural regions, actively develop local specialty brands, and launch the "10-billion-yuan Agricultural Subsidy" program to continuously explore fresh pathways for sustainable income growth for farmers.

Looking ahead, guided by our long-term vision of becoming "Being the Most Trusted Company in the World," JD.com is willing to explore and create better lives and services for users, customers, and partners in the daily lives of all households. We firmly believe that our pursuit of technology and sincere aspiration to make lives better will keep us grounded in pragmatism and innovation. Together with all stakeholders, we will chart a sustainable future that is prosperous, green, and mutually beneficial.

Richard Qiangdong Liu

Founder and Chairman of JD.com



Board Statement

The Board of Directors of JD.com, Inc. attaches great importance to the impact of ESG matters on the Group's sustainable development and risk management. We strictly adhere to the ESG reporting guidelines of the stock exchanges where we are listed and continuously improve our ESG management mechanisms and governance system. The Board of Directors serves as the highest decision-making body for ESG matters, aligning corporate development planning with ESG strategies. It regularly reviews external industry trends and internal management practices to ensure the effective implementation of the Group's ESG management mechanism. The Board authorizes the ESG Committee to review ESG strategies and monitor the progress of ESG work. The Strategy Executive Committee (SEC) leads the ESG Working Group, develops ESG strategies and priorities, continuously incorporates ESG-related risk management into the daily code of conduct within the Group, and coordinates with the ESG leaders of the sub-groups and business systems to implement and promote ESG-related work.

During the reporting period, the Board participated in the comprehensive and systematic stakeholder surveys conducted by the Group, identified and assessed 23 material issues and priorities, and ultimately delivered a matrix of material issues ([which is fully disclosed in the section of "ESG Governance"](#)).

This report provides a detailed disclosure of how far JD.com has progressed and achieved in its ESG operations during 2024. This report, which underwent a third-party moderate level of scrutiny, is reviewed and approved by the Board.

About JD.com

JD.com adheres to the values of "Customer First, Innovation, Dedication, Ownership, Gratitude, and Integrity." With the mission of "Making Lives Better through Technology," JD.com strives to be the most trustworthy company in the world.

JD.com officially began its e-commerce business in 2004. In May 2014, JD.com was listed on the NASDAQ Stock Exchange in the United States, becoming the first major e-commerce company from China to be listed on NASDAQ. In June 2020, JD.com completed a secondary listing on the HKEX, aiming to raise capital to invest in supply chain-based key technological innovations, enhance user experience, and boost operational efficiency.

In 2024, with the positioning of "a leading supply chain-based technology and service provider," JD.com further improved and perfected its efficient, intelligent, and stable supply chain system. JD.com opens its technology and infrastructure to partners, brands, and multiple industries, providing diversified solutions to empower upstream and downstream partners in the industry chain, and driving their digital transformation, cost reduction, and efficiency increase, while injecting new momentum into the real economy.



Annual Honors and Awards

ESG Ratings 2024

MSCI
ESG Rating



CCC	B	BB	BBB	A	AA	AAA
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CDP
Climate Change Score



F	D	C	B	A
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S&P Global
ESG Score

69/100



Selected in the **Dow Jones Best-in-Class World Index**¹ for two consecutive years²

Selected in S&P Global **Sustainability Yearbook 2025**, and the only Chinese company in the retail industry



Selected in S&P Global Sustainability Yearbook (China Edition) for three consecutive years³ and selected among the **Top 5% CSA Scores** for Chinese companies



Selected for **the Fortune China ESG Impact List**

for three consecutive years (2022-2024)



Ranked on the Fortune China's **Most Admired Chinese Companies** since 2011

Ranked as one of the Forbes **World's Best Employers** for eight consecutive years

Ranked on the Fortune Global 500 List for nine consecutive years

and ranked **47th** globally in 2024



Awarded the **"Outstanding ESG Case of Chinese Enterprises"** by the China Enterprise Reform and Development Society and the China Comment



Ranked **1st** in the **"China Top 500 Private Enterprises"** List by the All-China Federation of Industry and Commerce for three consecutive years (2022-2024)

Honored as the **"2024 Competitive ESG Enterprise"** at the ESG Development Forum hosted by Southern Weekly



¹ The index was formerly known as the Dow Jones Sustainability World Index.

² JD.com was selected for two consecutive years in 2023 and 2024.

³ Since S&P Global released the Yearbook in 2023, JD.com has been selected for three consecutive years.

01

Responsible Governance

JD.com embeds corporate responsibility deeply into its operational practices with "Responsibility" and "Integrity" as core values, continuously improving corporate governance, adhering to "Compliance Enables Development," strengthening business ethics, enhancing information security and privacy protection, and actively promoting technological innovation.

06 Annual Key Performance

07 Corporate Governance

13 Business Responsibility



Annual Key Performance

Responsible Governance

Employee signing rate for anti-corruption commitment agreements (including interns, consultants, and other contracted personnel):

100%

Employee coverage rate for online compliance training:

100%

In 2024, JD.com proactively prevented risky transactions amounting to over

RMB 3.96 billion

Successfully intercepting and returning over

RMB 53.40 million

related to fraud in collaboration with local public security authorities.

Corruption litigation cases involving JD.com as defendant:

0



Breaches of information security and privacy protection:

0

Penalties received for information security vulnerabilities or other network security breaches:

0

Information security and privacy protection training sessions conducted:

135

Employee covered in information security and privacy protection training:

100%



JD.com was recognized in the **Gartner Supply Chain Top 25 for 2024**

Won the top award in the field of international operations research **2024 INFORMS Prize**

Ranking in Chinese Artificial Intelligence Invention Patent Enterprises by large model patent applications:

8th

Total number of patent applications filed:

3,800+

The cumulative number of authorized patents at home and abroad

11,512

1.1 Corporate Governance



JD Group has established a transparent, standardized, and efficient board structure, continuously advancing the standardization of corporate governance. At JD.com, we place great emphasis on risk management and internal control, uphold the highest standards of business ethics, and are fully committed to ensuring lawful and compliant operations across the Group. This solid foundation of compliance enables us to pursue our long-term goal of sustainable development.

Corporate Governance

JD.com has established a corporate governance structure centered around the Board of Directors to ensure the professionalism and systematic nature of the Group's management decisions. The Board of Directors has established an Audit Committee, a Compensation Committee, a Nomination Committee, and an ESG Committee to jointly oversee and guide the execution of the Group's strategy and business operations. The composition of the Board members, information about each director, and the scope of authority of the Board and its committees can be found on the Group's [investor relations website](#) and the stock exchange website.

We fully consider factors such as the industry experience, educational background, and capabilities of board members to ensure that the Board meets the requirements for independence and diversity. As of the end of the reporting period, the Group's Board of Directors consists of nine members, including seven independent directors and five female directors. The Audit Committee, Compensation Committee, and Nomination Committee are all composed of independent directors. Board members have diverse professional backgrounds, covering various fields such as law, finance, accounting, and social sciences, providing comprehensive professional support for the Group's strategic planning and decision-making. During the reporting period, we collected feedback from board members on the overall performance of the Board by distributing self-assessment questionnaires, and continuously optimizing the Board's operational efficiency.

⁴ Chief Compliance Officer.

Risk Governance

JD.com has established a comprehensive and scientific risk system, utilizing advanced assessment methods to accurately identify multidimensional risks, taking targeted measures for risk response, and strengthening risk culture construction to enhance the Group's risk response capabilities.

Risk Governance System

JD.com has established a clear risk governance structure, focusing mainly on four key areas: regulation, law, operations, and information security. In 2024, we further enhance our investigative and response capabilities, improving CCO⁴ System risk detailed management capabilities and risk control capabilities.



Risk Governance Framework of JD.com

JD.com continues to apply a risk management model focused on "early identification and warning." This model enables comprehensive management and control of risks through systematic processes of risk discovery, event assessment, event handling, hazard governance, and effectiveness evaluation. The Group continuously optimizes the risk management process to improve the accuracy of risk identification and the timeliness of early warnings, thereby better responding to market changes and potential threats, protecting the interests of both the enterprise and consumers.

Risk Assessment

JD.com empowers risk control management through digitalization, achieving quantitative management of risk compliance. The compliance management platform aggregates risk events from across the Group, and classifies them based on the nature, scope, and severity of the risks, creating a management dashboard that comprehensively displays the risk events that have occurred and potential risks within the management's purview, enabling effective management decision-making.

JD.com continuously optimizes workflows, implements strict review procedures for products and services, clearly identifies potential risks during self-assessment, and conducts customized detailed evaluations for key strategic projects.

The Audit Department annually assesses the key audit focus areas based on business development, historical risk findings, and other factors, and formulates the annual audit plan, which covers all business lines across the Company. For significant risk issues identified during the audit process, online tracking and rectification will be conducted through the internal system to ensure that known risks are effectively managed.

Risk Identification and Response

JD.com relies on the COSO⁵ risk management framework for systematic assessment and in-depth analysis of potential risk exposures across nine key areas: strategic risk, investment risk, market risk, financial risk, legal compliance risk, operational risk (including technological risk), ESG governance risk, reputational risk, and integrity risk to ensure that risks are effectively identified and properly addressed. In 2024, the three most significant risks we identified and their corresponding responses are as follows:

Categories	Impacts on Business	Responses
Information Security Risks	<ul style="list-style-type: none"> Cyber-attacks may lead to the leakage of personal information and business data, or suffer from ransomware attacks, which can infringe on users' legitimate rights and interests, disrupt normal business operations, weaken users' trust in the brand, and consequently harm the Company's reputation and image. 	<ul style="list-style-type: none"> Strengthen network data security and personal privacy protection measures. Conduct real-time security monitoring and promptly address security incidents. Establish and improve emergency response plans.
Industry Competition Risks	<ul style="list-style-type: none"> As competition in the online retail industry becomes increasingly fierce, if JD.com cannot effectively respond to competition, it may lose market share and customers. The emergence of new technologies or business models may further intensify competition in the retail industry. 	<ul style="list-style-type: none"> Focus on essential industry elements such as customer experience, cost control, and operational efficiency.
Risks of Uncertainty in the Consumer Market	<ul style="list-style-type: none"> The earnings and financial performance of the retail industry are correlated to the Chinese and global economic environment and the specific conditions of the online retail market, and also impacted by macroeconomic fluctuations. 	<ul style="list-style-type: none"> Closely monitor economic dynamics in China and globally, and conduct in-depth research and analysis of changes in consumer trends in key markets, including China. Tighten control over operational costs, optimize the logistics network, leverage economies of scale to enhance the overall efficiency of resource utilization, improve the integration of the logistics network, and enhance overall operational efficiency through smarter decision-making processes.

Key Risk Exposures and Responses of JD.com

⁵ COSO, Committee of Sponsoring Organization of the Treadway Commission.

We proactively identify and respond to emerging risks, and below are two emerging risks that we consider very important.

Categories	Risk Description	Risk Impact	Responses
Artificial Intelligence Risks	<ul style="list-style-type: none"> With the rapid development of artificial intelligence technology, JD.com widely applies AI in e-commerce, supply chain, and other business areas for intelligent recommendations, automated warehouse management, and customer service. However, the immaturity of AI technology, algorithmic biases, or data privacy issues may pose potential risks, including decision-making errors, data breaches, and ethical concerns. 	<ul style="list-style-type: none"> AI algorithm biases or misjudgments may lead to errors in content recommendations, supply chain management, or marketing strategies, negatively impacting operational efficiency and customer experience. Non-compliant data processing by AI algorithms has resulted in leakage of sensitive customer information, triggering a customer trust crisis and legal complaints. The lack of transparency in AI decision-making processes may lead to social and ethical controversies, damaging the Company's reputation. 	<ul style="list-style-type: none"> Strengthen AI technology research and monitoring: Invest in the continuous optimization and monitoring of AI technology to ensure the accuracy and fairness of algorithms and avoid bias and misjudgment. Strictly adhere to domestic and international data protection laws and regulations, improve data processing and storage security, and continuously conduct security scanning and data security audits. Establish an AI ethical framework and usage policy to ensure fairness in the AI decision-making process, avoid bias in algorithms against different groups, and actively communicate the concerns of society and consumers. Conduct ongoing employee training and education: enhance employees' understanding of AI applications and technical literacy to ensure the reasonable use and management of AI technology both internally and externally.
Demographic Structure Risks	<ul style="list-style-type: none"> With the global changes in demographic structure, population aging, and declining birth rates have become significant social phenomena. This may lead to issues such as a tight labor market and changes in consumer demand, affecting the operational efficiency of JD.com's e-commerce platform and supply chain, while posing challenges to long-term growth and profitability. 	<ul style="list-style-type: none"> Population aging may result in a shortage of labor supply, especially in labor-intensive industries such as warehousing and logistics, increasing labor costs and affecting delivery efficiency. An aging society may lead to a decrease in the number of young consumers, resulting in significant changes in consumption patterns. A declining birth rate may lead to a reduction in the overall market size, especially in the long-term expansion of the e-commerce market, potentially facing issues of decreased purchasing power. 	<ul style="list-style-type: none"> Increase investment in logistics automation, warehouse robots, and AI technology to reduce reliance on manual labor and improve operational efficiency. Develop products and services suitable for the elderly based on the trend of population aging, customize consumption needs for seniors, and create a more diversified market. Enhance employee benefits and work environment to attract more labor into the Company. Adjust marketing strategies through precise market analysis and consumer trend forecasting to ensure that the needs of consumers of different age groups are met and maintain platform activity.

Emerging Risks and Responses of JD.com

Every year before major promotional events such as "618" and "Double 11," we conduct a series of technical drills including simulation tests, stress tests, and contingency plan responses. Through multi-level assessments, we strengthen system capacity planning, develop a comprehensive and efficient stress testing strategy, and establish a complete emergency response system to enhance problem diagnosis and handling capabilities, ensuring the stable operation of key activities.

Risk Culture Building

The Group regularly conducts MSA every year⁶ for all important business process nodes. Meanwhile, we establish a reward and punishment mechanism based on dynamic scoring, linking risk management indicators with executive performance. The performance evaluation results of business unit heads are directly tied to the annual internal control assessment results, and self-assessment issues are reported at escalating levels based on severity, up to the Board of Directors. We will provide different levels of rewards to employees based on the authenticity and impact of risk reporting clues, including but not limited to financial incentives.

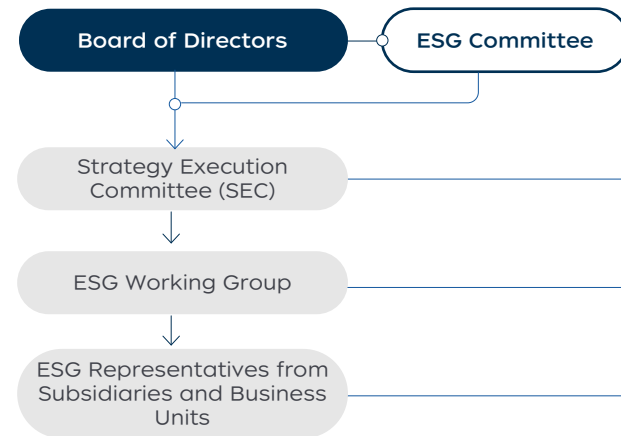
We provide risk management training for all relevant personnel, including business management teams, e-commerce operators, and operational support staff, to comprehensively enhance employees' risk awareness and management capabilities, fostering a strong risk management culture. In 2024, Risk Control Team under JD Retail's Platform Ecosystem Department conducted 28 training sessions, achieving a cumulative participation of over 3,800 attendees.



⁶ Measurement Systems Analysis.

ESG Governance

JD.com has established and continuously optimized its ESG governance structure, with the Board of Directors responsible for the overall supervision of the Company's ESG-related matters. We have incorporated ESG goals and their completion status related to environmental management, occupational health and safety, information security, and privacy protection into the assessment scope, linking them to management's compensation performance.



ESG Governance Structure of JD.com in 2024

- ESG Committee oversees Group-related ESG matters, such as environmental sustainability, implementation of environmental management policies, improvement of environmental performance, business ethics, product safety, and service quality, employee training and development, diversity and inclusiveness, community support, and privacy and data security.

- The Committee helps the Board to identify and assess the Group's ESG-related risks and opportunities.
- The Committee guides and reviews the development of the Group's ESG strategies and plans, ESG-related practices, and significant public disclosures and reports related to ESG matters.

- The Strategy Execution Committee (SEC) leads the ESG Working Group to develop the Group's ESG strategies and priorities.

- The ESG Working Group aligns ESG requirements and objectives, coordinates with ESG leaders across subsidiaries and business units, implements action plans, tracks progress, and regularly reports to the SEC.

- Representatives from subsidiaries and business units related to ESG issues leverage their deep understanding of the business to drive the Group's overall ESG practices and regularly update the ESG working group on the latest progress.

Stakeholder Communication

JD.com places great importance on communication and collaboration with stakeholders, listening to their opinions and feedback, and responding promptly. By identifying and understanding the expectations and demands of stakeholders, we incorporate feedback into the Group's strategic decision-making.

Stakeholders



Material Issues

JD.com conducts at least one material issue identification and analysis annually. In 2024, based on regulatory requirements, industry policies, and development trends, and with a focus on the latest exchange regulations, capital market rating standards, and peer benchmarking, we have added and adjusted ESG issues. We distributed an ESG stakeholder survey to senior management, employees, and external stakeholders, analyzing the importance and prioritizing 23 ESG issues.

Identification of material issues

- Based on ESG reporting guidelines, capital market rating requirements, and industry development trends, JD.com sorted, summarized, and updated the issues through peer benchmarking, media monitoring, and other channels.

Stakeholder engagement

- We conducted materiality assessment surveys targeting government and regulatory agencies, shareholders and investors, consumers, staff, value chain partners, community representatives, non-profit organizations/NGOs, and the management. A total of 3,884 valid surveys were collected.

Material issues confirmation and matrix adjustment

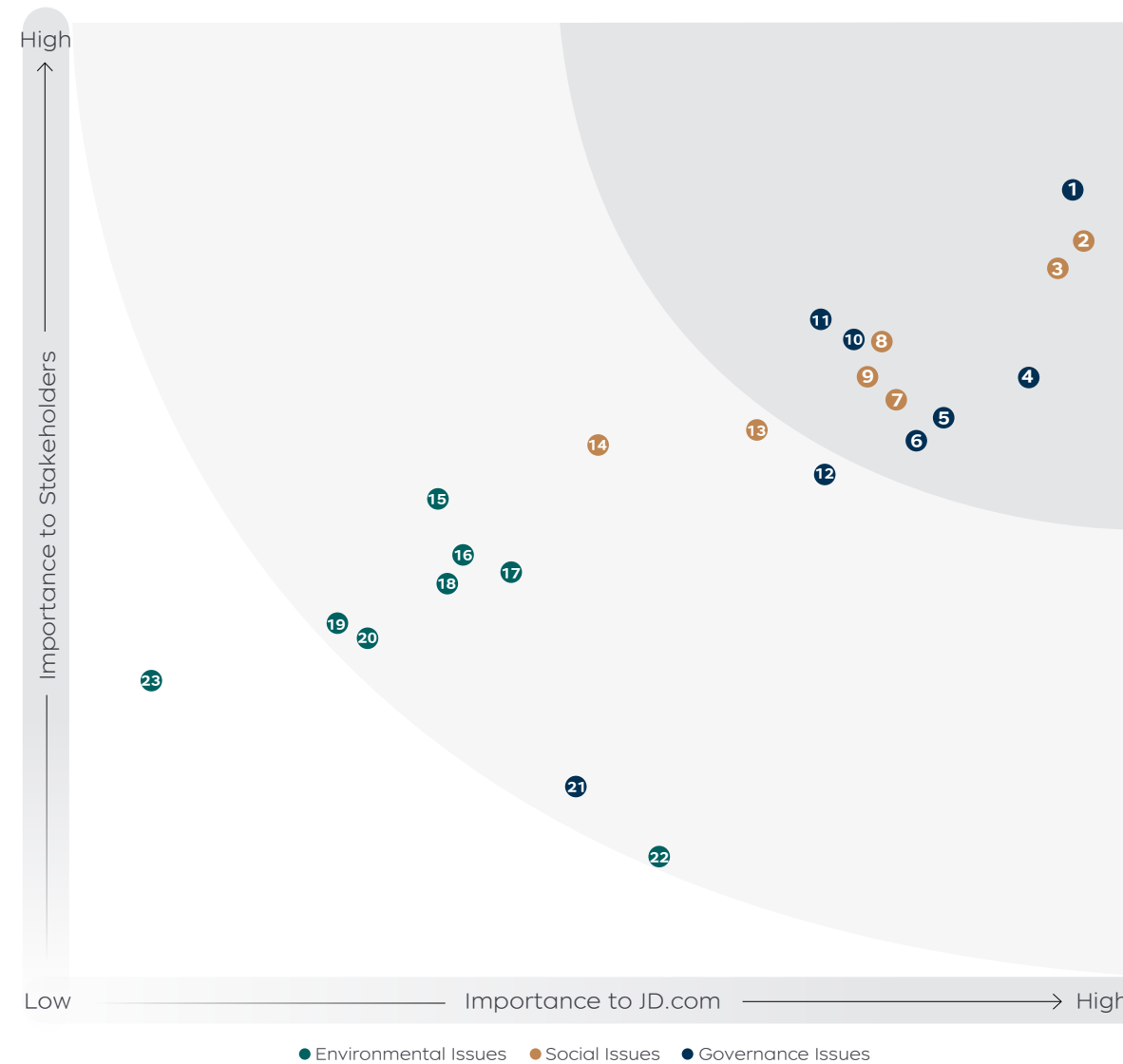
- We drew the materiality matrix based on the survey results.
- Material issues were adjusted and confirmed based on comprehensive considerations, including industry development trends, peer benchmarking, stakeholders concerns, and Group's development strategies.

Review of materiality matrix

- The adjusted key issues and materiality matrix was submitted to the Board's ESG Committee for review and confirmation.

Material Issue Identification Process

Materiality Matrix of JD.com in 2024



Material Issues of JD.com in 2024

Environmental Issues

- 15 Sustainable Raw Materials
- 16 Water Management
- 17 Energy Management
- 18 Waste Management
- 19 Climate Change Response
- 20 Product Carbon Footprint
- 22 Packaging Management
- 23 Biodiversity

Social Issues

- 2 Product and Service Quality
- 3 Consumer Relations
- 7 Employee Development and Talent Cultivation
- 8 Employee Employment and Rights Protection
- 9 Occupational Health and Safety
- 13 Philanthropy and Charity
- 14 Rural Revitalization and Common Prosperity

Governance Issues

- 1 Data Security and Privacy Protection
- 4 Business Ethics and Anti-Corruption
- 5 Risk Management
- 6 Supply Chain Management
- 10 Technological Innovation and Accessibility
- 11 Responsible Marketing
- 12 Corporate Governance
- 21 Intellectual Property Protection

Compliance Management

JD.com upholds the philosophy of "Achieving Success the Right Way," and adheres to "Compliance Enables Development," establishing "Three Lines of Defense" and implementing management across five key dimensions. Through comprehensive promotion, joint accountability, and targeted rewards, among other mechanisms, we systematically implement compliance management to ensure the Group's compliance operation.

One Philosophy

"Achieving Success the Right Way"

Guided by the philosophy of "Achieving Success the Right Way," JD.com upholds the concept of "Compliance Enables Development." We comply with laws and regulations and foster a culture of integrity and transparency. By leveraging technology and data-driven compliance management, we aim to establish a forward-looking, flexible, and efficient compliance system.

Three Lines of Defense

First Line of Defense

All Employees

Each employee is familiar with and firmly adheres to JD.com's compliance system by resisting temptations and maintaining compliance standards.

Second Line of Defense

Professional Risk Management Teams (Legal, Finance, Information Security, and Risk Control)

These teams promote a compliance culture, integrating information technology into all necessary aspects of risk and compliance management, reducing corporate risk, and supporting JD.com's long-term stable development.

Third Line of Defense

Independent Supervision and Audit Team

By following the compliance system and upholding the principles of fairness, justice, and independence, the supervision and audit team oversees the compliance practices of each organizational unit, investigates and combats corruption, and ensures operational compliance.

Five Dimensions

Legal and Regulatory Compliance

JD.com regards legal compliance as the fundamental requirement to achieve its business objectives and strictly abides by relevant laws, regulations, and rules.

Anti-corruption Compliance

JD.com has always maintained a "zero tolerance" approach towards corruption and is determined to create a clean and honest business environment.

Information Security Compliance

JD.com places a high priority on information security, ensuring comprehensive coverage of information security compliance training for all employees to enhance their awareness and understanding of basic information security principles. The Group has sound mechanisms and processes in place to respond to system security issues, external attacks, and compliance breaches, safeguarding the confidentiality of information and data for the Group, employees, and clients. Information and data are accessed and used when necessary to maintain the security of information assets.

Audit Compliance

JD.com strictly adheres to all laws for listed companies. The management of the Group provides a written statement on the effectiveness of internal controls over financial reporting in the annual report.

Transaction Risk Control

All business units maintain a keen awareness of transaction risk management, standardize business activity rules, enhance business transaction systems, and integrate with JD.com's risk control system to accurately identify and intelligently counteract transaction risk behaviors.

Compliance Implementation Mechanism

Full Publicity and Implementation

JD.com ensures all employees are fully aware of compliance policies through publicity and awareness campaigns.

Joint Accountability

The system of "Accountability Basics and Control" and collateral penalties are carried out in case of major compliance issues.

Targeted Rewards

Employees who excel in compliance and those who report violations will receive rewards.

We have proactively developed multiple compliance guidelines and manuals related to data algorithms. We have embedded relevant laws and regulations into the business system processes of large language model-related applications, and promote the integration of compliance concepts such as data security, personal information protection, content security, and trade secret protection into algorithm design and product interactions. This enables self-driven compliance assessments within the business.

In 2024, the Group introduced an international compliance training program for overseas colleagues, covering areas such as integrity compliance, information security, and legal compliance. The training was tailored for four groups: the management, general staff, frontline employees, and international employees, providing differentiated compliance training based on job roles, scenarios, and compliance requirements, effectively building the Group's compliance culture. We have established a 24/7 online consultation service group and deployed a compliance robot with automatic response capabilities to instantly address various questions employees encounter during their learning process. Meanwhile, we utilize an online system to accurately assign learning tasks to employees and set due date reminders, monitoring learning progress in real-time and providing effective supervision, significantly enhancing the efficiency and quality of compliance training.

In 2024, JD.com conducted online compliance training covering

100%

of the Group's employees



1.2 Business Responsibility



Business Ethics

Since its establishment, JD.com has always adhered to the business values of Honest Operation and "Achieving Success the Right Way" implementing institutional constraints against corruption, bribery, extortion, fraud, monopoly, and unfair competition. We built a multi-layered supervision mechanism based on system construction and actively conducted regular internal training to foster a clean industry ecosystem.

Business Ethics System

JD.com adopts a zero-tolerance policy towards corruption and continuously applies the anti-corruption integrity assessment "Three Lines of Defense" management system. The Supervision Department, as an authorized dedicated department, is responsible for conducting irregular self-inspections of corrupt behavior, corruption prevention, investigation, and governance, and reports the investigation results of corruption incidents directly to the Group CEO, ensuring the independence and objectivity of the reporting and investigation process.

JD.com integrates business responsibility into its development strategy, builds a business ethics management system, emphasizes user data protection, leverages technology to empower governance, promotes technology for good, and fulfills its long-term commitment to sustainable development.

In 2024, we revised the *JD Group Anti-Corruption Regulations*, *JD Group whistleblower Protection and Reward System*, and *JD Group Integrity Reward Policy*, and focused on strengthening employees' compliance governance in areas such as integrity in business conduct, managing conflicts of interest, prohibiting improper economic exchanges, ensuring transaction authenticity, and clarifying the transparency of partner relationships. We fully maintain the fairness and transparency of business activities, effectively enhance the level of integrity compliance governance, and prevent corruption risks.

Anti-Corruption Management

JD.com requires all formal employees to sign the *JD Group Employee Handbook* and the *JD Group's Commitment to Anti-Corruption*. Interns, consultants, and other temporary personnel also need to sign the *Commitment to Comply with JD Group's Anti-Corruption Regulations*. In 2024, the signing rate of the commitment letter reached 100%. In addition, the Group links anti-corruption management with employee compensation and incentives to prevent and address corruption. For employees who violate the *JD Group Anti-Corruption Regulations*, the Company has the right to terminate their labor contracts and revoke all granted options and stocks.

In 2024, the Group focused on the pain points of business, thoroughly explored corruption factors, and implemented a three-pronged approach of "Crackdown, Prevention and Awareness Campaigns" to achieve comprehensive governance. We carry out special crackdown and governance in key business areas to create a deterrent effect. We continuously uncover corruption methods and rely on three lines of defense to achieve cost reduction, efficiency improvement, and healthy development.

JD.com conducts unscheduled anti-corruption internal audits every year. During the reporting period, the Group handled a total of 221 corruption cases (including 191 cases of commercial bribery and 30 cases of embezzlement), 12 cases of conflict of interest⁷, and 20 employee corruption cases (including cases transferred over from the preceding years) that were referred by the Company to judicial authorities for handling were concluded. There were 0 corruption litigation cases having JD.com as defendant.

During the reporting period, the Group did not have any insider trading⁸ incidents.

There were **0** corruption litigation cases having JD.com as defendant.

⁷ Definition of a conflict of interest incident: A conflict between the private interests of an individual or organization and their professional responsibilities or the interests of the company, which causes decisions or behaviors to deviate from the principle of fairness, such as violation of non-competition obligations, self-dealing, and making personnel decisions upon the request of others.

⁸ The phrase here specifically means insider trading as referred to in the *Securities Law of the People's Republic of China*, the *Securities and Futures Ordinance of Hong Kong* and the *Securities Exchange Act of the United States*.

Competition Compliance and Anti-Monopoly

JD.com has established and continuously optimized its competition compliance management system, creating a competition compliance culture that covers all employees from multiple perspectives, including institutional norms, professional teams, and training, effectively enhancing the Company's competition compliance capabilities.

In terms of institutional norms, JD.com has formulated and continuously updated a series of regulations related to competition compliance, including explanations, platform rules, contract management systems, and employee handbooks, to clarify and explain knowledge related to competition compliance, helping business personnel understand antitrust-related knowledge and requirements. At the platform level, we have established fair, just, and open recruitment rules, entry agreements, merchant fee standards, and principles for handling merchant violations, ensuring that merchants can view and download these regulations in a timely and convenient manner. In the employee handbook, we require employees to strictly comply with the law, fully respect customers and partners, and refrain from any actions that may harm the interests, reputation, and credibility of our customers.

In terms of professional teams, JD.com has established a competition compliance working organization composed of the legal compliance department and other departments and has hired professional lawyers to serve as a specialized organization for competition compliance assessment, providing fair competition evaluation consulting support to business departments and offering assessment opinions. In addition, we maintain long-term communication with experts and scholars in the field of antitrust, actively seeking their professional guidance and advice.

Anti-Money Laundering and Anti-Fraud

JD.com attaches great importance to the prevention and control of telecom network fraud, continuously enhancing its comprehensive prevention and control capabilities to effectively protect consumer rights. JD Anti-Fraud Center has core functions such as fraud detection, risk warning, system governance, and precise strikes, effectively identifying and blocking various fraudulent activities through a combination of technical means and human intervention. In 2024, JD.com proactively prevented risky transactions amounting to over RMB 3.96 billion, successfully intercepting and returning over RMB 53.40 million related to fraud in collaboration with local public security authorities. The Group has also carried out a number of anti-money laundering training sessions to comprehensively raise employees' awareness of anti-money laundering compliance and risk prevention.

In 2024, JD.com proactively prevented risky transactions amounting to over

RMB 3.96 billion

Integrity Culture

JD.com promotes integrity culture through various forms, including offline seminars, online live broadcasts, SMS notifications, and promotional manuals, providing training on business ethics standards for suppliers, self-operated merchants, and partners. In 2024, the Group held seminars targeting high-risk area suppliers, with a participation of 3,241 people. Launched online live courses, attracting nearly 370,000 viewers. We issued the *Integrity and Compliance Business Promotion Manual* to suppliers and partners to foster healthy long-term cooperative relationships.

Moreover, in terms of industry co-governance, JD.com, as one of the initiators of the Sunshine Integrity Alliance, actively promotes the Alliance's work, collaborating with partners to build a defense against corruption, fraud, and counterfeiting, boosting the internal control capabilities of member companies and the professional ethics of employees, and creating a business environment of integrity and consumer confidence.

Supporting the Construction of Corporate Integrity and Compliance Management Systems

In March 2024, the Daxing District People's Procuratorate of Beijing held a press conference with the Sunshine Integrity Alliance and jointly released the *Integrity and Compliance Initiative for Internet Enterprises*, helping internet companies establish a management system for integrity and compliance that includes prevention before incidents, control during incidents, and investigation after incidents, providing effective ideas and methods for building such systems, along with greater determination and efforts from companies to combat and prevent commercial corruption.

The Integrity Risk Prevention and Control Summit Forum Successfully Held

In December 2024, the Seventh Corporate Integrity Risk Prevention and Control Summit Forum was successfully held in Beijing. This forum was hosted by the Criminal Law Science Research Center of Renmin University of China and the Professional Committee of Cyber Economy Crime Governance of the Chinese Society of Criminology, and organized by the Sunshine Integrity Alliance. The theme of this forum was "Solidifying a Strong Integrity Defense Line to Boost Corporate Development," with over 200 companies and more than 300 corporate representatives in attendance. The conference invited numerous industry experts and corporate leaders to engage in in-depth discussions on building corporate integrity culture and sharing cutting-edge risk management strategies and practical experiences.



Standard Certification and Honors

As a participant in the United Nations Global Compact (UNGC), JD.com is committed to integrating the ten principles of the Global Compact into its corporate strategy and operations. In 2024, two entities within JD.com that have obtained ISO 37001 certification actively carried out annual review work to fulfill their business ethics responsibilities according to international standards. Meanwhile, JD.com requires other entities to benchmark against internationally recognized standards and requirements for internal management and self-inspection and encourages more entities to engage in business ethics certification.



ISO 37001 Certificate of Beijing JD Zhaohong Trade Co., Ltd.



ISO 37001 Certificate of Beijing JD Century Information Technology Co., Ltd.

Reporting Channels and Whistleblower Protection

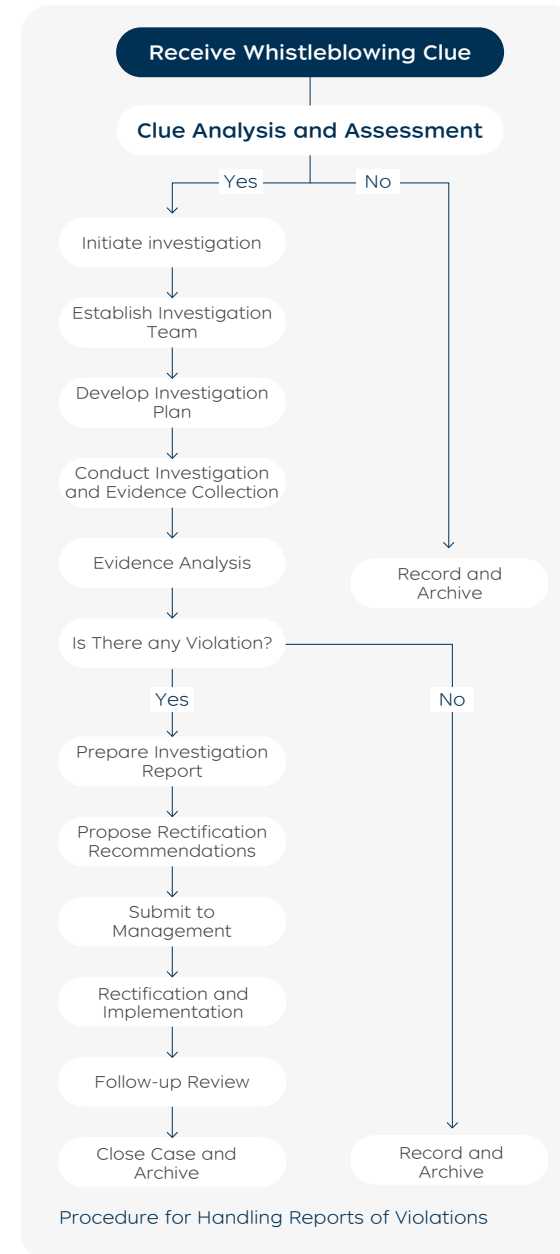
JD.com has set up a Corruption Reporting Center to receive and resolve whistleblowing. We help employees and partners to learn the use of reporting channels through regular anti-corruption training. We established a variety of reporting channels, including telephone, email, letters, and an "Integrity JD" QR code, to facilitate internal and external individuals in reporting illegal and non-compliant behaviors. Internally, we have the "JD ME - Integrity JD" platform where specialists answer inquiries to ensure employees receive timely support. We have a zero-tolerance policy towards corruption, and once verified, offenders will be severely punished according to the law. Cash rewards are given for effective internal reports. In external cooperation, if a supplier offers a bribe, and an employee reports it truthfully and it is verified, the employee will receive 50% of the bribe amount.

【合作伙伴廉洁宣讲】
京东诚信廉洁政策要求
京东集团监察部

京东腐败举报中心

京东集团监察部是京东集团授权从事廉洁行为管理的职能部门，并设立了京东集团腐败举报中心，全面接收举报京东集团员工腐败和职务犯罪等违规行为的相关信息。

Integrity Presentation Content for Partners



JD.com strictly maintains confidentiality in the processes of accepting, investigating, and handling reports in accordance with the *JD Group Whistleblower Protection and Reward System* to fully protect the legal rights of whistleblowers. We have established a "Special Protection List" for entities or individuals who report under their real names, while also allowing whistleblowers to report anonymously or under a pseudonym. We maintain a zero-tolerance stance towards any violations of confidentiality regulations or retaliatory actions against whistleblowers, and will take stringent measures to address such misconduct, holding those responsible legally accountable. In addition, the system includes customers in the supervision scope and encourages customers, suppliers, partners, and their staff to actively report corruption, duty-related crimes, and other violations with JD.com employees, and jointly maintain an honest business environment.

Public reporting channels:

- Telephone: 400-601-3618
- Email: jiancha@jd.com
jdcompliance@jd.com (oversea)
- Mail address: Supervision Department, Tower A, Beijing Campus 1, JINGDONG Global Headquarters, Kechuang 11th Street, Beijing Economic and Technological Development District
- QR code:
- Visit by appointment for reporting
- Other means deemed appropriate by the whistleblowers

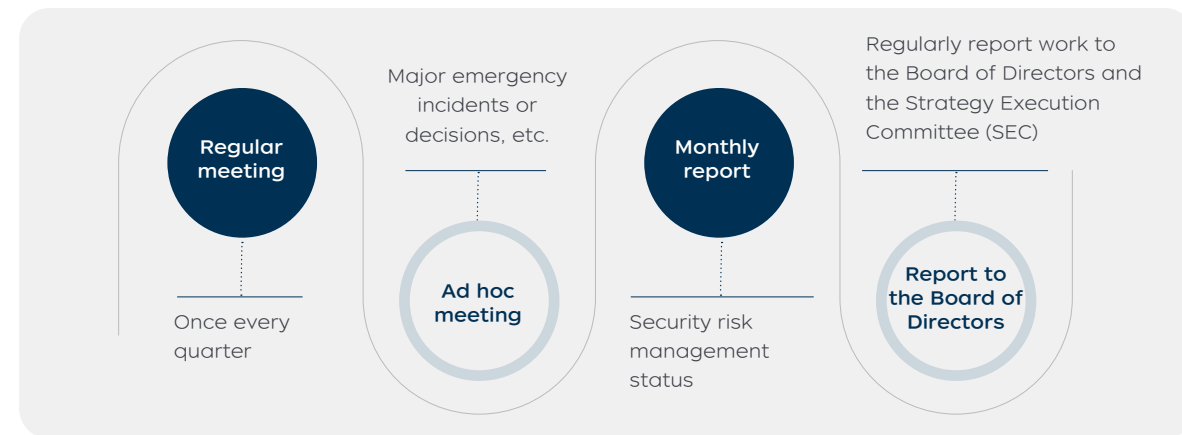
Information Security and Privacy Protection

As a new type of real economy-based enterprise, JD.com always prioritizes information security and privacy protection. We continuously strengthen data security management, enhance security protection capabilities, effectively protect user privacy, and safeguard digital development.



Information Security Management System

JD.com attaches great importance to data security and has established a three-level management structure for information security and privacy protection management structure: "the Security and Risk Control Committee, the Data Security and Privacy Compliance Task Force, and the Security Execution Working Team." The Security and Risk Control Committee, as the highest management body, is led by the Chief Compliance Officer (CCO), with Vice Presidents of various business technologies serving as members, responsible for coordinating information security and privacy protection efforts, and regularly reporting to the Board of Directors and the Strategy Execution Committee (SEC).



Working Mechanism of JD.com's Security and Risk Control Committee

The Group has established a comprehensive information security and privacy protection system, formulating and implementing 52 specialized regulations and standards that fully cover all relevant parties, including consumers, clients, and suppliers. We ensure that all regulations are consistently aligned with the latest legal and regulatory requirements through regular reviews and updates, providing reliable support for the secure operation of the Group's various business lines.

In addition, we have developed specialized management standards for third-party partners, such as suppliers, that involve data or system integration. We have issued management regulations such as the *Supply Chain Security Management Regulation of JD Group* and the *Third-Party Partner Information Security Management Rules of JD Group*, which clearly define the responsibilities and obligations of cooperating suppliers regarding data security. We reserve the

right to conduct information security spot checks and audits on suppliers and other third-party partners, effectively preventing potential information security risks by regulating cooperation behaviors at all stages. Meanwhile, we require relevant suppliers and partners to join the data security protection platform, providing them with comprehensive security products, technical services, and ongoing security assessments and monitoring to ensure the overall information security level of the supply chain.

Formulating and implementing

52

specialized regulations and standards in the field of information security and privacy protection

Information Security Processes and Measures

JD.com has established a systematic information security assessment mechanism to ensure the effective operation of the management system through risk assessments and regular audits. We conduct a comprehensive risk assessment every six months to timely identify and prevent potential hazards. Meanwhile, for information security policies and systems, the Group organizes at least one external audit and review as well as at least one internal audit and review each year, leveraging dual supervision from third-party professional institutions and internal teams to ensure that all protective mechanisms are effectively implemented, building a solid defense for data security.

We have established a hierarchical and categorized security emergency response mechanism, formulating differentiated handling plans for various types and levels of information security incidents. By scientifically classifying the levels of security incidents, we have clarified the full-process management specifications from incident discovery, analysis, and assessment to handling and recovery, achieving closed-loop management of security emergency incidents to ensure timely and effective responses to various security events.

We have established a comprehensive information security monitoring mechanism that implements continuous vulnerability scanning in key areas such as network traffic, application systems, infrastructure, and source code to ensure timely detection and resolution of various security risks. Relying on the JD Security Response Center⁹, we have established a professional security intelligence collection mechanism and carried out systematic vulnerability testing through security crowd testing and other methods. For identified medium to high-risk security vulnerabilities and potential risks, we have established a rapid response mechanism to ensure that repair procedures are initiated immediately, effectively maintaining system security.

▶ In 2024, number of breaches of information security and privacy protection:

0

▶ Amount of penalties received for information security vulnerabilities or other network security breaches:

0

24/7 real-time monitoring of networks, logs, and traffic

Source code scanning before system releases

Regular full-network asset vulnerability scanning

JD.com's Information Security Monitoring System

JD.com is steadily advancing its information security system certification work and has obtained multiple authoritative certifications both domestically and internationally, including ISO 27001 Information Security Management System certification and ISO 27701 Privacy Information Management System certification, which cover over 80% of the Group's business sectors. In 2024, JD Health received the Data Security Management Certification from the China Cybersecurity Review, Certification, and Market Regulation Big Data Center (CCRC).

In terms of international compliance, we work closely with third-party consulting agencies to actively promote the GDPR¹⁰ compliance process. The Group's European retail business has completed GDPR security compliance construction, providing strong protection for European business data security. In 2024, JD Logistics launched TISAX certification to meet the strict requirements of German automotive industry customers for supplier information security¹¹ and has already obtained the certification.



Information Security System Certifications Obtained by Various Entities under JD.com

⁹ JD Security Response Center (security.jd.com).

¹⁰ GDPR, General Data Protection Regulation.

¹¹ The Trusted Information Security Assessment Exchange (TISAX) was jointly launched by the Verband der Automobilindustrie (VDA) and the European Network Exchange Association (ENX). It is based on the ISO27001 information security management system standard and the VDA-ISA information security evaluation inspection, and has become a recognized supplier information security qualification standard for German automotive customers.

The Group has established a comprehensive and multi-layered security testing system, which includes three main mechanisms: mandatory automated tool testing, manually enhanced security testing, and internal and external practical attack and defense drills, ensuring that the Group's security protection system is always in optimal condition. In 2024, the State Information Center conducted independent penetration testing on JD.com's core business systems and found no medium or high-risk security vulnerabilities in JD.com's business systems.

Automated Testing

We automatically identify vulnerabilities during the R&D testing process using self-developed security tools and implement mandatory security testing based on the CI/CD platform, ensuring that all systems can only go live after vulnerabilities are fixed. In 2024, a total of 4.24 million white-box testing instances and 7.7 billion black-box scanning operations have been conducted, achieving comprehensive coverage of the Group's business systems.

Manually Enhanced Testing

We have formed a professional security testing team to conduct in-depth testing for important systems or special business needs. In 2024, we completed 50,000 targeted logic vulnerability assessments and 165 manual penetration test operations, effectively ensuring the security of core business systems.

Practical Attack and Defense Drills

We have established a regular mechanism for practical attack and defense drills. In 2024, we conducted a total of 14 group-level internal drills, regularly performed graded protection tests, and actively participated in practical drills and penetration tests organized by regulatory agencies at all levels. Through third-party vulnerability analysis and hacker attack simulations, we continuously enhance our overall security protection capabilities.

Security Testing System of JD.com

Beijing Jiu'an Zhixun Technology Co., Ltd.¹² conducted penetration testing.



The State Information Center conducted penetration testing.

JD.com's External Information Security Audit in 2024

JD.com is committed to promoting innovative development in the field of information security and privacy protection. We actively collaborate with industry peers, experts, scholars, and regulatory agencies to explore new technologies, methods, and standards in information security, contributing to the creation of a safer and more reliable digital ecosystem. In 2024, the JD.com security team hosted and participated in a series of industry exchange activities in the field of security, covering topics such as industry trends, security compliance, and cutting-edge technologies. These events attracted numerous security experts, university professors, and corporate executives to discuss technological frontiers and industry best practices, promoting communication and cooperation in the security field.

"JD.com's Large Model Security Attack and Defense Practice" Won the "CSA2024 Security Solid Rock Award"

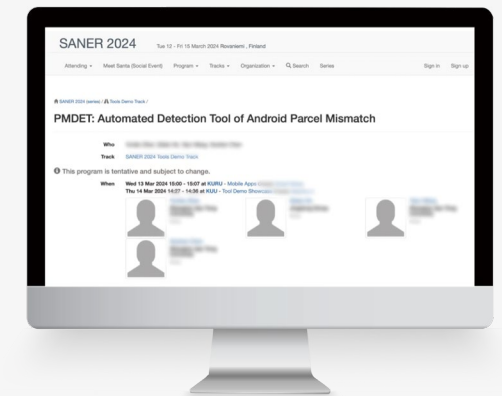
In January 2024, the JD.com Security Team was invited to participate in the roundtable discussion on "The Application and Risk Management of Generative AI in Cloud Security" at the Eighth Cloud Security Alliance Greater China Region Congress, sharing JD.com's practical experience in the field of large model security attack and defense practices. With security defense capabilities supporting hundreds of millions of business transactions and industry-leading technology, "JD.com's Large Model Security Attack and Defense Practice" won the "CSA2024 Security Solid Rock Award."



Won the CSA 2024 Security Solid Rock Award

The Joint Research Achievement of JD Security Lab and Shanghai Jiao Tong University Was Selected for Top International Security Conference

In 2024, the collaborative result of JD Security Lab and Shanghai Jiao Tong University, titled "PMDET: Automated Detection Tool of Android Parcel Mismatch," was selected for the 2024 IEEE International Conference on Software Analysis, Evolution and Reengineering (SANER) and Black Hat Asia 2024. This tool detects vulnerabilities in firmware from different manufacturers through fuzz testing and simulating the Android environment, without the need for actual devices. This research not only advances academic research on Android security but also provides developers and manufacturers with tools for automated detection and remediation of vulnerabilities, helping to enhance the overall security of Android devices.



Selected for SANER 2024

¹² Beijing Jiu'an Zhixun Technology Co., Ltd. is a certified institution for cybersecurity classified protection assessment service certification.

Building a Culture of Information Security

To cultivate an information security culture, JD.com conducts regular information security and privacy protection training and promotional activities every year for all employees (including full-time employees, interns, and other labor personnel) as well as suppliers, contractors, and other partners. We provide precise and efficient training courses based on employees' roles and work scenarios, along with corresponding examination mechanisms to ensure that each participant can deeply understand and master information security knowledge. In 2024, 52 employees were certified as the Group's Information Security Instructors.

In 2024, JD.com conducted a total of 135 special training sessions on information security and privacy protection, covering all management levels, ordinary employees, and frontline workers. The special training and examination totaled 515,000 hours, with approximately 1.5 million training examinations completed, and a coverage of

100%

Information Security Awareness Training for All Employees

Online information security awareness training is conducted for the management, regular employees, frontline employees, and international employees, covering topics such as information security policies and regulations, information security precautions in daily work scenarios, anti-data leakage, and anti-phishing reaching all employees.



Targeted Information Security Training

Targeted information security training is conducted at key stages such as employee onboarding, transfers, and pre-resignation, covering the entire employee lifecycle. In 2024, we officially established a training mechanism for frontline deliverymen at onboarding checkpoints, covering topics such as information security policies and regulations, understanding the eight red lines of information security in frontline scenarios, anti-data leakage, and anti-phishing, to enhance the information security awareness of frontline workers.



Specialized Training for High-Risk Points

We deepen employees' understanding of the eight red lines of information security, data security, and privacy based on the work scenarios and high-risk points of different departments.



JD.com's Information Security and Privacy Protection Training System

Personal Information and User Privacy Protection

JD.com has established a comprehensive security and privacy management system, effectively fulfilling its responsibility to protect user privacy. We deeply integrate information security and privacy protection requirements into the employee management system, making them important indicators for performance evaluation. For employees who violate relevant policies, we have established a tiered handling mechanism, taking disciplinary actions such as email reminders, warnings, reprimands, and dismissals based on the severity of the violations. For behaviors suspected of being illegal, we have a rapid response mechanism that will immediately initiate legal procedures to hold the relevant personnel accountable according to the law.

JD.com integrates the privacy impact assessment mechanism deeply into its business processes. We implement strict privacy impact assessments for all

business activities and R&D testing processes involving user personal information and conduct regular audits. By providing professional and easy-to-understand inspection reports, we offer clear compliance guidance to business teams and continuously enhance our privacy compliance and regulatory capabilities.

The Group continuously strengthens user privacy security management through basic protective measures such as encryption and data desensitization. In 2024, we implemented a comprehensive upgrade based on existing protection mechanisms and launched a new solution that covers all software service providers and self-developed application vendors. We introduce the OAID identification system to provide merchants with default user anonymized data, ensuring that personal information cannot be restored, effectively implementing privacy protection in the supply chain.

Collection

- Users have the right to review, correct and delete personal data, as well as cancel their account.
- Adhere to the principles of minimization and necessity, collect user information only when necessary, and clearly inform the nature and purpose of the information.

Storage

- Establish data classification and grading systems, data security management specifications, and data security development specifications to ensure the confidentiality of personal information.
- According to the services provided and regulatory requirements, the retention period of user information is determined to be no less than three years from the date of completion of the transaction. If the retention period expires, user information will be deleted or anonymized in accordance with the law.

Third-party Data Management

- Except for necessary scenarios such as completing transactions and providing services, we will not share users' personal information with any other companies or organizations.
- Sign data protection agreements with suppliers and other third-party partners to clarify the use of information and the responsibilities and obligations of both parties in data protection.
- Third-party partners are required to conduct internal information security and privacy protection audits at least once a year and cooperate with JD.com's audits. JD.com reserves the right to conduct spot-checks or reviews of third-party information security management.



JD.com's User Privacy Protection Mechanism

Technological Innovation

Guided by its mission of "Making Lives Better through Technology", JD.com places great emphasis on technological innovation, focusing on digital and intelligent supply chains, as well as the application of AI large models. JD.com champions its commitments to strengthening user experience through technological innovation, benefiting more people, and promoting high-quality business development.

Digital and Intelligent Supply Chain

JD.com's relentless exploration of "experience, cost, and efficiency" is also reflected in its continuous pursuit of technological and efficiency improvements in the supply chain. JD.com has built an independently developed intelligent supply chain system, with the core focus on enhancing user experience and optimizing cost and efficiency. In more than 40 Asia No.1 smart industrial parks and hundreds of smart warehouses, technology drives hundreds of thousands of frontline logistics employees and smart robots to work collaboratively, achieving efficiency optimization and upgrades across the entire supply chain, including warehouse shipping, logistics transportation, and last-mile delivery. Adhering to the principle of "the fewest handling times and the shortest transportation distances," JD.com continuously optimizes its logistics network layout and operational processes to ensure faster delivery of orders to consumers.

JD.com applies data-driven inventory selection and allocation algorithms in historical orders analysis and demand forecasting to achieve precise product selection. By integrating end-to-end allocation algorithms with demand forecasting and simulation, JD.com outputs optimal allocation plans to reduce fulfillment costs. The application of this technology significantly reduces stock-out rates and improves fulfillment timeliness, with over 90% of self-operated orders completed within 24 hours. Through continuous optimization of the logistics network and delivery routes, efficient inventory management, rapid order processing, and supply chain collaboration, JD.com also helps merchants reduce costs and increase efficiency. Throughout the 2024 JD.com Chinese Lunar New Year Shopping Festival, our intelligent supply chain system generated more than 620,000 daily recommendations for supply chain actions such as restocking and inventory reallocations to better predict demand, arrange inventory, and guide production.

JD.com was Recognized in the Gartner Supply Chain Top 25 for 2024 for the First Time

JD.com was selected in the Gartner Supply Chain Top 25 for 2024 for the first time, becoming one of the few domestic companies to be selected. The Gartner Supply Chain Top 25 is the industry's most recognized and authoritative ranking that evaluates global supply chain capabilities across industries, published continuously for 20 years since 2004. The rankings are evaluated based on corporate financial indicators (including return on real assets, inventory turnover rate, and revenue growth level), ESG performance, and opinions from industry experts, with a weighted calculation to derive the comprehensive scores of each company. The listed companies mainly include overseas firms such as Apple, Amazon, Procter & Gamble, Unilever, and Walmart, with only three domestic companies, including JD.com, making the list over the years.



JD.com was Recognized in the Gartner Supply Chain Top 25 for 2024

JD.com Successively Won International Awards in the Supply Chain Field

In February 2024, JD.com became the only Asian company to win the Gartner Power of the Profession Supply Chain Award for its contributions in areas such as explainable AI. In April, JD.com won the top award in the field of international operations research, the 2024 INFORMS Prize from the Institute for Operations Research and Management Science, for its supply chain optimization technology, becoming the first Asian company to receive this honor in the award's 34-year history.



The Representative Team of JD.com Receiving the 2024 INFORMS Award

JD.com has fully upgraded its "JD Logistics Super Brain," thoroughly integrating AI, big data, operations research, and other intelligent technologies into various logistics processes, achieving cost reduction and efficiency improvement across the entire chain from intelligent planning to smart warehousing and distribution, and then to intelligent customer service and marketing.

Intelligent Planning

We integrate digital twin technology to achieve intelligent planning of warehousing, transportation, and distribution networks, driving global optimization of the supply chain.

Full-link Cost Reduction and Efficiency Enhancement

We thoroughly integrate large model technology to achieve large model training in the industry based on massive data and penetrate the entire link of warehousing, transportation, customer service, and marketing.

Openness and Mutual Integration

The "JD Logistics Super Brain" has transitioned from self-use to open commercialization, assisting business in the digital transformation and upgrading of their supply chains through the "Yutu" digital intelligence spatiotemporal platform and the "Jinghui" integrated intelligent supply chain platform.

We have taken the lead in applying logistics large models to dozens of scenarios such as anomaly control, process automation, and intelligent interaction, continuously demonstrating effectiveness in preemptively identifying and preventing anomalies, enhancing workforce efficiency, and providing support to hundreds of thousands of frontline employees.



Application Scenarios of "JD Logistics Super Brain"

Innovations in Retail

JD.com vigorously pursues innovation in the retail sector, providing users with better shopping experiences and merchants with more efficient marketing methods, while driving the upgrading of the retail industry.

Jingyan, a self-developed smart shopping assistant of JD.com, and an interactive application based on large models, provides users with comprehensive product information and professional advice with its proactive service and multi-turn conversation capabilities. It reduces the cost of searching and selecting products, while delivering a new, convenient, and delightful shopping experience for users.

Jingdiandian, a proprietary AIGC platform developed by JD.com, includes a self-developed controllable image generation model, and a multimodal product understanding model, enabling merchants to generate high-quality product images, operational copy, and short videos, improving the efficiency of marketing material production and reducing production costs. The platform connects

In the "2024 Chinese Institute of Electronics Science and Technology Awards" officially issued by the Chinese Institute of Electronics, the project "Key Technologies and Applications of Efficient Adaptive Visual Deep Learning," jointly submitted by Tsinghua University in collaboration with JD.com and other partners, was awarded the first prize of Chinese Institute of Electronics Scientific and Technological Progress Award.



Awarded the First Prize of Chinese Institute of Electronics Scientific and Technological Progress Award

¹³ The statistics are as of May 2025.

core merchant products, covering over 20 scenarios, with AI capabilities leveraged over 10 million times each day, empowering more than 500 thousand¹³ merchants.

JD.com's Intelligent Merchant Assistant has built a multi-agent system based on LLM, providing business agency services around the clock with a decision-making accuracy exceeding 90%. The operation of a single system for merchants can be completed in seconds, assisting merchants in creating a store-running experience featuring "faster operation, better service, and lower costs."

In terms of generation and recommendation of creative ads, technologies such as the multimodal reliable feedback model and the multimodal LLM have improved the utilization rate of images and the precision of creatives, and increased the coverage rate of AIGC materials. It has also effectively alleviated the combinatorial explosion caused by data sparsity and the access of massive creatives, and achieved precision recommendation for online creativity and users.

JD.com's AI Digital Human Leading Innovation in Livestreaming E-commerce

In 2024, the AI digital human "Procurement & Sales Brother Dong" modeled after Founder and Chairman of JD.com Richard Qiangdong Liu made its debut in JD.com's home appliance and supermarket live streaming sessions, attracting over 20 million views in less than one hour, with users' average viewing time during the live broadcast reaching 5.6 times the daily average, and order volume exceeding 100,000 within 40 minutes, with total sales exceeding RMB 50 million in a single session. This digital human technology drives innovation and breakthroughs in live e-commerce, achieving a 90% reduction in live streaming costs while meeting diverse needs for merchants in image and video personalization, character creation, and product promotion through the ChatRhino video large model.

Cultivation of Industry and Research Talents

With the help of technical exchanges and ability training for processional positions, JD.com is committed to comprehensively improving the overall ability of its production and research workforce, promoting knowledge sharing, and providing technical talent with a platform for continuous learning and growth.

In 2024, the JD Retail Product R&D team conducted 17 technical sharing and learning activities, systematically promoting technological innovation and knowledge sharing. The themes covered include large models, supply chain, edge intelligence, data intelligence, 3DXR, and other areas of technological innovation exploration, application, talent growth, and integration of product R&D with business, achieving 80% participation from the retail product R&D team, effectively promoting the accumulation of technical experience and enhancing communication and interaction between technology and business. In terms of talent development, JD Retail launched the "New Tech Star Program" which helps newcomers integrate smoothly through general introductory courses, specialized practical courses, mentorship mechanisms, and face-to-face meetings with executives, covering 90% of newly recruited employees. Based on the talent growth map for product R&D, we focus on key positions, promote the development and output of specialized courses, and continuously strengthen the technical depth and business adaptability of talent in key positions. In addition, JD Industrials held a total of six sharing activities this year, targeting all members of the Industrial Technology Department. The topics covered directions of technological innovation and cutting-edge fields, continuously supporting technological practice and business optimization.

JD Retail Product R&D team conducted technical sharing and learning activities

17

Participation rate from the retail product R&D team

80%

Intellectual Property Protection

JD.com continuously improves its intellectual property management methods, refining the workflows for the protection and management of intellectual property, and continuously enhancing the ability to protect technological achievements. In 2024, the Group developed the *Open Source Software Usage Risk Prevention Guidelines of JD.com* and the *Source Code External Output Guidelines of JD.com*, standardizing the requirements related to the use of open source software.

To actively respond to the development of large model technology and the new challenges it brings to the field of intellectual property, the patent department of the Group has set up a special group. It conducted systematic research on the core technology of large language models and established a dynamic knowledge base and patent technology system to effectively enhance the quality of the Group's patent layout and innovation protection capability.



Signing Ceremony of the Cooperation Agreement

In August 2024, JD.com signed a *Cooperation Agreement on Handling Intellectual Property Infringement Disputes in the E-commerce Field* with the Intellectual Property Office of Jiangsu Province, further strengthening cooperation in intellectual property protection in the e-commerce sector, establishing an efficient mechanism for handling intellectual property disputes, continuously improving the timeliness and effectiveness of intellectual property protection in e-commerce, and jointly creating a favorable environment for intellectual property protection.

In addition, we actively participate in international intellectual property exchanges. In September 2024, as the only invited private enterprise, we delivered a speech at the third Belt and Road High-Level Conference on Intellectual Property, introducing our achievements in technological innovation and philosophy of intellectual property protection.



Representatives of JD.com Delivered Speech on the Third Belt and Road High-level Conference on Intellectual Property

Intellectual Property Culture Building

The Group attaches great importance to the construction of intellectual property culture and actively creates a favorable atmosphere for R&D and innovation. We conduct specialized training on intellectual property protection issues in hot areas such as data elements, artificial intelligence, and large language models, providing answers and clarifications for the business side. During the reporting period, we conducted over 100 intellectual property training sessions, covering more than 5,000 personnel from various departments within the Group.



Intellectual Property Training

In addition to providing regular patent bonuses, the annual patent awards are also held to encourage and recognize outstanding inventors who have made outstanding contributions to technological innovation. In 2024, patent bonuses were provided to 12,000 participants.

In 2024, JD.com won one China Industrial Design Silver Award and two China Excellent Patent Awards at the 25th China Patent Awards. Winning the China Patent Awards for several consecutive years demonstrates recognition of JD.com's patent quality and application value.



JD.com's Annual Patent Award Ceremony

According to the Ranking of Chinese Artificial Intelligence Invention Patent Enterprises published in April 2024, JD.com ranks among domestic companies in terms of the number of large model patent applications¹⁴

8th

with a total of over 3,800 patents.

The cumulative number of authorized patents at home and abroad

11,512

The cumulative number of patents applications at home and abroad

24,363

JD.com's Key Data on Cumulative Intellectual Property

In 2024, patent bonuses were provided to

12,000 participants

In 2024, JD.com won

1

China Industrial Design Silver Award

at the 25th China Patent Awards

2

China Excellent Patent Awards

¹⁴ Source: IPRdaily.

02

Green Future

JD.com is well aware of the mutual influence between the environment, climate, and group operations. Through a comprehensive governance structure and refined green operations, we reduce the Group's environmental impact while actively addressing environmental risks, including climate change. We maintain a truth-seeking and pragmatic attitude to continuously identify risks and opportunities related to climate change, and we practice our commitment to green development across all scenarios, including operations, warehousing, packaging, transportation, and consumption, building a green future together with our partners.

24 Annual Key Performance

25 Environmental Governance and
Climate Change Responses

32 Green Operations



Annual Key Performance

Green Future

In 2024, the intelligent lighting renovation of Beijing Campus 1 was completed, with an expected annual energy saving of **650,000 kWh**

As of the end of the reporting period, JD Logistics has had **10** parks awarded the "Green Warehouse" identification, including **5** first-level (three-star) green warehouses and **5** second-level (two-star) green warehouses

In 2024, we deployed **960 thousand** reusable insulated boxes, which were used over **85.45 million times** in total, reducing annual carbon emissions by **72,520 tonnes**



In 2024, Huaguan Supermarket implemented a procurement pilot in **6** core stores, purchasing a total of **4,970,000 kWh** of green electricity

Since November 2024, the Group's Beijing Campus 4 had begun purchasing green electricity, with a total volume of **1,692,876 kWh** procured in November and December

In 2024, Delivered With Original Package (DWOP) model helped JD Logistics reduce the use of secondary packaging by over **1 billion units**

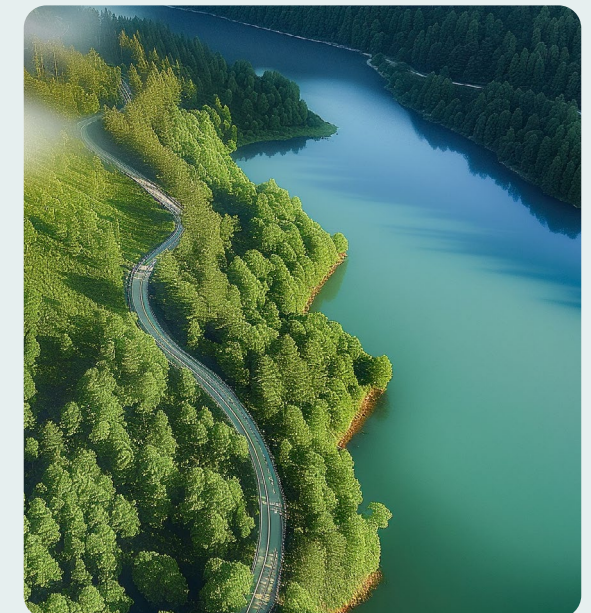
In 2024, shuttle bus services for Beijing Campus **discontinued the use of fuel-powered vehicles**, adding **43** new energy vehicles and **14** natural gas vehicles instead



In 2024, the Green Impact Initiative had generated a total of about **100 million** carbon reduction orders, with the highest single order reducing carbon emissions by **6,390 grams**, which is equivalent to a 10-watt LED lamp being lit for **1,425 hours**

In 2024, the self-built photovoltaic power generation capacity with JD Property reached **38,202,600 kWh**, equivalent to reducing carbon emissions by **31,803.66 tonnes**

The Group continues to promote the use of new energy vehicles in multiple cities. By the end of 2024, it had invested in over **10,000** self-operated new energy vehicles for trunk and terminal transportation



2.1 Environmental Governance and Climate Change Responses



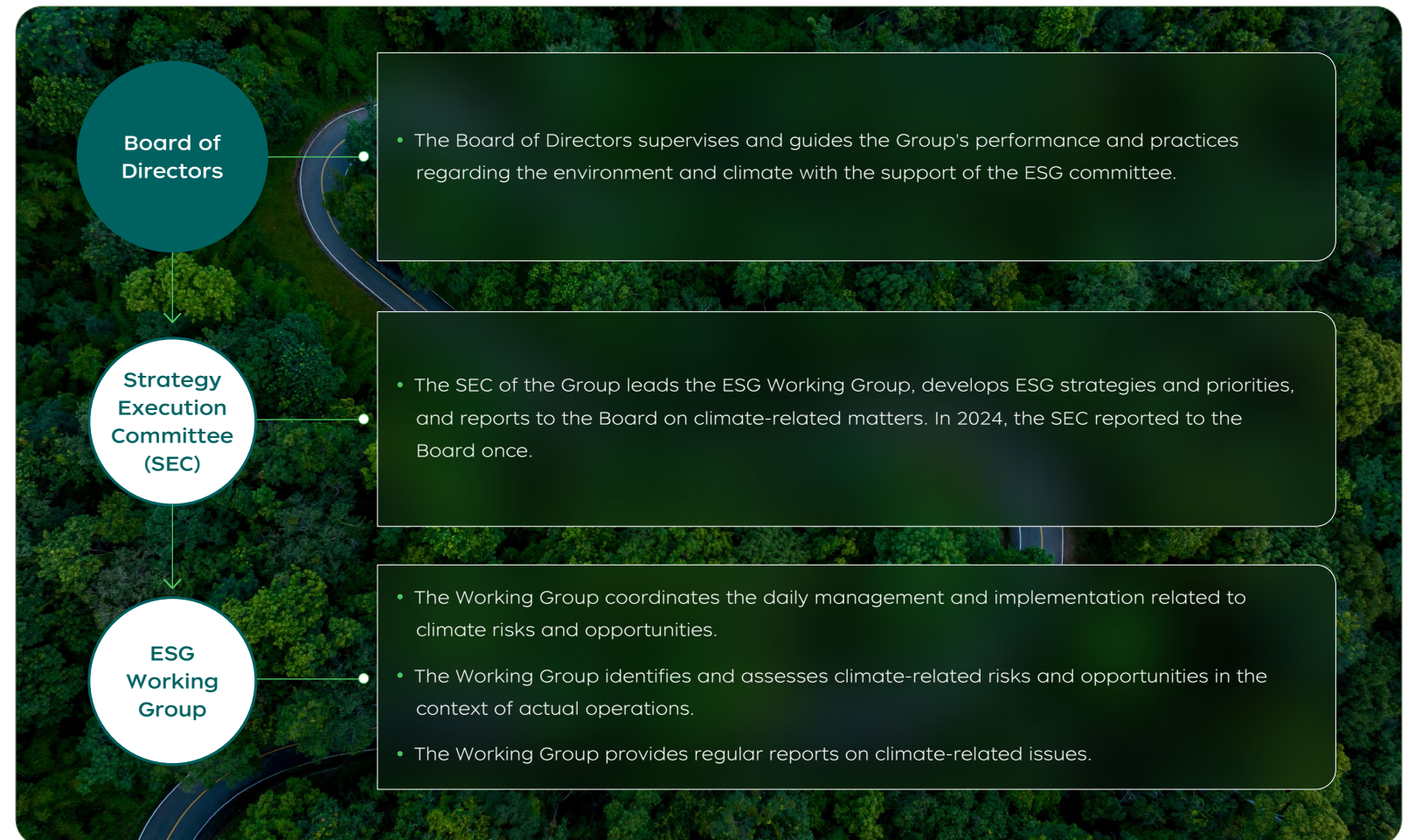
2024 is the hottest year on record, with global warming increasingly posing more challenges to business operations. Against the backdrop of increasingly severe global climate change, the 29th session of the Conference of the Parties (COP29) to the *United Nations Framework Convention on Climate Change* was successfully held, where multiple governments reached a consensus on climate financing, global carbon markets, and emission reduction targets. The low-carbon transition across various industries may further escalate in the short term, and businesses will face stricter challenges in their low-carbon transition.

In the face of the dual challenges of global climate change and low-carbon transition, JD.com consistently maintains a forward-looking and proactive approach. In terms of environmental management, as of the end of the reporting period, multiple entities within the Group have obtained ISO 14001 environmental management system certification. In response to climate change, the Group actively supports the national strategies of "carbon peak" and "carbon neutrality" as well as the 1.5-degree Celsius temperature control target of the *Paris Agreement*, integrating climate change issues into the governance system, actively identifying, assessing, and managing climate-related risks, continuously optimizing the strategic layout, and enhancing the climate resilience.

The Group conducts climate-related work and disclosures in accordance with the *IFRS S2 Climate-related Disclosures* and the Task Force on Climate-related Financial Disclosures (TCFD) framework.

Governance

JD.com has established a comprehensive governance structure for environmental and climate change issues, with the Group's Board of Directors serving as the highest level of governance for environmental and climate change matters. The governance of environmental and climate change is managed in a top-down manner through the "Board - Strategy Execution Committee (SEC) - ESG Working Group" and reported in a bottom-up manner, ensuring that environmental and climate change governance is always integrated into corporate decision-making and operations. Environmental management performance is an important component of ESG performance and is directly linked to management compensation.






Governance Structure

Strategy

JD.com monitors macro-environmental changes related to climate change based on the Intergovernmental Panel on Climate Change (IPCC) Sixth Assessment Report and Shared Socioeconomic Pathways (SSP) scenario assumptions, analyzing the risks and opportunities the Group faces in conjunction with the actual business situation.






Forecast of Macro-Environmental Situation JD.com May Face in Different Climate Scenarios

	SSP1 (Low emission scenario under strict climate policies)	SSP3 (High emission scenario without climate policies)
Nature ¹⁵ 	<ul style="list-style-type: none"> • Temperature: The temperature will rise by 1.6°C by 2040 compared to the pre-industrial period, and by 2.0°C by 2100; • Sea level: The sea level will rise by 0.1 meters in 2040 and by 0.4 meters in 2100; • Extreme weather: The frequency and intensity of extreme weather will increase to a certain extent; • Precipitation: As temperatures rise between 1.5 and 2.0°C, global agriculture and ecology will suffer from more intense droughts, with an increase in precipitation intensity of 10.5% to 14%. 	<ul style="list-style-type: none"> • Temperature: The temperature will rise by 1.6°C by 2040 compared to the pre-industry period, and by 3.9°C by 2100; • Sea level: The sea level will rise by 0.1 meters in 2040 and by 0.6 meters in 2100; • Extreme weather: The frequency and intensity of extreme weather will increase greatly; • Precipitation: As temperatures rise between 2.0 and 4.0°C, global agriculture and ecology will suffer from more intense droughts, with an increase in precipitation intensity of 14.0% to 30.2%.
Socio-economic environment ¹⁶ 	<ul style="list-style-type: none"> • International cooperation is continuously being strengthened, with countries jointly promoting a green and low-carbon transition; • Economic growth is effectively decoupled from environmental protection, with widespread application of green economy and renewable energy; • Public services, education, and social welfare levels have improved, with overall social inclusiveness enhanced; • Resource utilization efficiency has increased, and the concept of a circular economy is deeply ingrained. 	<ul style="list-style-type: none"> • International cooperation is becoming limited, with varying paces of green transformation among countries and policy divergence between regions; • Economic development is unbalanced, with some regions relying on traditional fossil fuels and a slow green transformation process; • Social inequality and income distribution gaps may worsen, with public services and social welfare levels lagging; • Resource competition is intense, and environmental governance and low-carbon transformation face significant challenges.
Climate risk manifestation 	<ul style="list-style-type: none"> • Climate policies and regulations are strict, with climate risks mainly characterized as transition risks; • Owing to effective control of carbon emissions, physical risks are relatively low. 	<ul style="list-style-type: none"> • Rising temperatures, changes in sea levels, and the increasing frequency of extreme weather events will bring higher physical risks; • Imbalances in regional development and competition for resources will become more prominent; • Climate policies and regulations are lenient, and the risks of transition are relatively low.





¹⁵ Source: Intergovernmental Panel on Climate Change (IPCC) Working Group (WGI) Sixth Assessment Report and CMIP6 climate models.

¹⁶ Source: Application and Prospects of Shared Socioeconomic Pathways (SSPs).

Potential Impacts of Climate Change Risks/Opportunities on JD.com's Business and Response Measures

Risk/Opportunity Classification	Risk/Opportunity Description	Response Measures	Impact Period ¹⁷
Acute Physical Risks			
Flood/ Rainstorm 	Operation: <ul style="list-style-type: none"> It may cause damage to stores, warehouses, and office facilities, power outages, or equipment failures, leading to interruptions in daily operations. Supply Chain and Logistics: <ul style="list-style-type: none"> It may cause disruptions in transportation routes, water accumulation in warehouses, and damage to goods, disturbing the overall stability of the supply chain and logistics. 	<ul style="list-style-type: none"> Actively adopt the "sponge city" design concept to alleviate drainage pressure on buildings. For areas frequently threatened by flooding disasters, establish and gradually improve flood disaster early warning mechanisms and emergency response plans. For example, JD on-demand delivery would promptly send weather alerts to its riders in case of bad weather. JD Logistics implements flood and disaster prevention measures, including reinforcing logistics facilities, stockpiling emergency supplies, and conducting drills, to minimize disaster impact and ensure uninterrupted supply chain operations and business continuity. 	M, L
Heat waves/ Cold waves 	Operation: <ul style="list-style-type: none"> It may lead to increased operational load and energy consumption, raising equipment maintenance and replacement costs. It may impact employee health and safety, resulting in higher labor costs. Supply Chain and Logistics: <ul style="list-style-type: none"> Cold chain logistics systems face greater pressure in extreme heat, leading to higher logistics costs. In extreme cold weather, roads may experience snow accumulation and icing, affecting logistics transportation efficiency and resulting in higher logistics costs. 	<ul style="list-style-type: none"> Install emergency equipment in data centers, smart industrial parks, and other critical infrastructure (e.g., snow removal and anti-freeze measures for blizzard conditions) to ensure stable operations. Provide employees with remote work and conferencing tools. Optimize risk prevention strategies, develop emergency response plans, and increase emergency supplies such as puncture-resistant tires and heatstroke prevention medication. Enhance preventive maintenance for temperature control systems in cold chain logistics. 	S, M, L
Typhoon 	Operation: <ul style="list-style-type: none"> It may cause structural damage to stores and storage facilities, forcing some operations to be suspended. Supply Chain and Logistics: <ul style="list-style-type: none"> It may lead to traffic disruptions and facility damage, resulting in delays in logistics delivery or loss of goods, affecting the normal operation of the supply chain and logistics. 	<ul style="list-style-type: none"> Reinforce the structural safety of stores, storage, and office locations in areas prone to typhoons, and regularly inspect key facilities. Develop a comprehensive emergency plan to ensure the protection of key assets and personnel when a typhoon strikes. JD Logistics closely monitors typhoon developments and trajectories to make timely adjustments to logistics transportation routes and schedules. 	M, L
Chronic Physical Risks			
Drought 	Operation: <ul style="list-style-type: none"> It may lead to increased water costs for stores, warehouses, and office facilities. Supply Chain and Logistics: <ul style="list-style-type: none"> It may cause instability in the supply of fresh and agricultural products, resulting in higher procurement costs. 	<ul style="list-style-type: none"> Promote the use of water-saving facilities and equipment, and the recycling of water resources to reduce dependence on fresh water during operations. Strengthen inventory management of fresh and agricultural products, and maintain timely communication with suppliers. 	L
Temperature rise 	Operation: <ul style="list-style-type: none"> It may lead to increased electricity consumption for stores, warehouses, and office facilities, resulting in higher operational costs. Supply Chain and Logistics: <ul style="list-style-type: none"> The cold chain logistics system faces demand for upgrades, leading to higher transportation and storage costs. It may result in a decrease in the supply of agricultural products, including coffee beans, leading to higher procurement costs. 	<ul style="list-style-type: none"> Promote green buildings and energy-saving technologies, optimize energy management, and control energy costs during operations. The logistics system adopts high energy efficiency facilities and equipment to reduce energy consumption increases caused by temperature fluctuations. Promote the use of new energy vehicles in the logistics system to reduce dependence on fossil fuels. JD Logistics establishes an emergency mechanism, builds stable partnerships with suppliers, and reserves necessary materials to ensure the stability of the supply chain. 	M, L

¹⁷ Impact period including short-term (S, within 2 years), medium-term (M, 2-5 years), and long-term (L, more than 5 years).

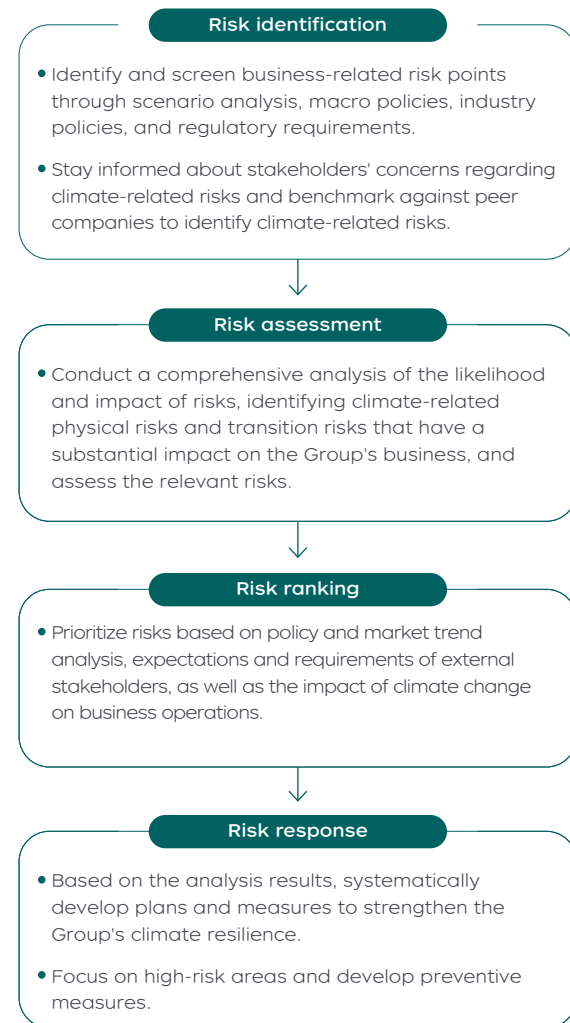
Risk/Opportunity Classification	Risk/Opportunity Description	Response Measures	Impact Period
Transition Risks			
Regulatory and legal risks 	<ul style="list-style-type: none"> Adjustments to domestic and international green transition policies and the gradual advancement of carbon neutrality goals impose stricter carbon emission requirements on enterprises. Companies that fail to meet policy and legal requirements may face rising compliance costs. In 2021, the Ministry of Commerce issued a <i>Notice on Promoting the Green Development of E-commerce Enterprises</i>, setting requirements for the green transition in the e-commerce industry. In the same year, the Ministry of Transport released the <i>14th Five-Year Plan for Green Transportation Development</i>. In 2023, the National Development and Reform Commission published the <i>Action Plan for Deepening the Green Transition of Express Packaging</i>. 2024, The National Development and Reform Commission released the <i>Guidance Catalog for Green and Low-carbon Transition Industries (2024)</i>. These policies are closely related to JD.com's business. The Group needs to continuously promote green transformation to reduce policy and regulatory risks. 	<ul style="list-style-type: none"> Strengthen policy monitoring and compliance management, and establish a cross-departmental communication mechanism to stay updated on the latest policy developments. Actively promote green transformation, comprehensively layout green operations, green logistics, green warehousing, new energy, and other aspects. Actively apply digital operation platforms to supervise and empower daily operational management and energy conservation and emission reduction. Optimize the logistics network, adopt more efficient transportation and warehousing equipment, and reduce energy consumption and waste. 	S, M, L
Market risks 	<ul style="list-style-type: none"> Consumers and investors are increasingly inclined towards green products and services, as well as companies leading in low-carbon transition. JD.com needs to effectively respond to changes in market demand and preferences to mitigate potential risks of declining market share and rising financing costs. The price fluctuations of green products and services in the market, along with the uncertainties in the green finance market, may negatively impact the Group's business profitability model and cost structure. The Group needs to establish a more stable green supply chain and sales model to reduce the risks of market fluctuations. 	<ul style="list-style-type: none"> Optimize the product portfolio and supply chain management to enhance the added value and market competitiveness of green products. Strengthen market research and consumer insights to proactively position green transformation products and flexibly adjust pricing strategies. Improve the carbon inventory monitoring system to ensure accurate and timely reporting of carbon emission data, showcasing the Company's green and low-carbon image. 	S, M
Technological risks 	<ul style="list-style-type: none"> During the transformation process, the speed of new technology iteration is accelerating, and the pressure for technology updates and digital transformation is increasing. Some key technologies may not be able to keep up in a timely manner or may lack maturity, leading to unsatisfactory transformation results. There is uncertainty regarding the investment and returns of advanced low-carbon technologies, smart logistics, and data platforms, which may affect overall operational efficiency and the transformation process. 	<ul style="list-style-type: none"> Increase R&D investment and collaborate with universities, research institutions, and leading technology companies to jointly promote the upgrade of low-carbon and digital transformation technologies. Establish a technical risk assessment mechanism, set up pilot projects to verify the actual benefits of new technologies, and gradually promote them. 	M, L
Reputational risks 	<ul style="list-style-type: none"> Poor performance in green transformation and climate action, or insufficient information disclosure by the Company, may attract negative attention from investors, consumers, and the media. Public and regulatory demands for corporate ESG performance are continuously increasing. If a company's transformation results do not align with its commitments, it will impact its brand image and market trust. 	<ul style="list-style-type: none"> Enhance the transparency of ESG information disclosure, regularly publish ESG reports, and proactively respond to concerns from various stakeholders. Strengthen internal governance to ensure the implementation of green transformation strategies, and enhance credibility through external certification. Establish a multi-channel communication mechanism, actively interact with stakeholders, and shape a positive brand image. 	S, M, L

Risk/Opportunity Classification	Risk/Opportunity Description	Response Measures	Impact Period
Climate Change Transformation Opportunities			
Green products and services	<ul style="list-style-type: none"> The Chinese government maintains its commitment to advancing green consumption while enhancing policy support for national trade-in program for consumer goods. By proactively responding to policy calls, JD.com is well-positioned to capture associated market opportunities and drive revenue growth. Consumers are increasingly aware of sustainable consumption and showing a greater preference for green products and services. If JD.com can timely grasp the shift in consumer preferences, it is expected to achieve performance growth in the field of green products and services. 	<ul style="list-style-type: none"> By proactively responding to policy calls to promote sustainable consumption, JD.com has been designated in 2024 as the official platform for distributing government subsidies under the national trade-in program for consumer goods, delivering streamlined and user-friendly trade-in solutions to consumers. We advocate for sustainable consumption by launching the "Green Impact Initiative" and establishing a dedicated area for sustainable consumption to promote environmentally friendly products and implement a carbon-inclusive mechanism. These efforts support brands in building a positive traffic ecosystem, achieving a closed-loop model for sustainable business, and further enhancing their green image and consumer perception. 	S, M, L
Supply chain and logistics	<ul style="list-style-type: none"> The frequent extreme weather caused by global climate warming poses challenges to the stability of supply chains and logistics. If JD.com can maintain a more stable supply of goods and logistics distribution, it is likely to gain the favor of more consumers. In the context of stricter carbon emission policies and regulations, the carbon emissions of the entire industry chain are under dual scrutiny from regulatory agencies and consumers. If JD.com can effectively promote emission reductions in the industry chain, it is likely to reduce climate transition risks and gain favor from the government and the market. 	<ul style="list-style-type: none"> Comprehensively promote the simultaneous development of global warehouse networks, express delivery networks, and air networks to ensure stable sources of goods and logistics for retail operations. The Group's comprehensive supply chain layout and its own logistics system can better ensure the stability of goods supply and logistics distribution. For logistics operations, continue to promote integrated supply chains and a dual drive of express delivery and freight, provide customers with one-stop supply chain solutions, and seize development opportunities in the supply chain and logistics market. JD.com's self-owned logistics system allows for better centralized management of emissions reduction in the supply chain and logistics links, providing greater opportunities to gain advantages in emissions reduction across the industrial chain. 	M, L
Providing energy saving and carbon reduction services for enterprises through digital intelligence	<ul style="list-style-type: none"> The continuous introduction of energy-saving and environmental protection policies, along with the market's preference for green products and services, has led to an increased demand for energy-saving and carbon-reduction services among enterprises. If JD.com can effectively respond to market demands and provide efficient energy-saving and carbon-reduction services, it is expected to achieve business growth in B-end energy-saving and carbon-reduction services. 	<ul style="list-style-type: none"> Utilize digital intelligence capabilities to provide energy consumption monitoring, carbon emission monitoring management, and support consulting services to assist enterprises and governments in formulating carbon reduction pathways. JD Logistics launched the industry's first supply chain carbon footprint management SaaS product, Jingtanhui(SCEMP), which has obtained certification of ISO14064, ISO14083, ISO14068 and in methodological conformance with GLEC Framework¹⁸. It was the first to propose an innovative management model of "distributed carbon emission accounts", making contribution to the realization of low-carbon and sustainable development of the logistics industry. 	M, L

¹⁸ The GLEC Framework, established under the leadership of the Smart Freight Centre (SFC) in 2014, provides a universal and transparent methodology for calculating logistics carbon emissions, encompassing emissions from transportation operations, logistics hubs, and energy supply systems.

Risk Management

JD.com has incorporated climate risk into its risk management system, continuously monitoring changes in objective climate conditions and external policies and regulations, identifying, assessing, and managing the climate risks faced by the Group.





Climate Risk Management Process

Metrics and Targets

JD.com continues to conduct carbon inventory work, inviting third parties to verify carbon inventory data for two consecutive years. The Group steadily advances the carbon emission baseline work across various businesses and begins to formulate group-level carbon reduction targets. In addition, the Group clarifies multiple detailed industry indicators and sets corresponding goals in line with its business development.

JD.com's Metrics and Targets on Issues Related to Climate Change

Primary Metrics	Secondary Metrics	Metrics Description	Target Setting
Carbon inventory and emission reduction target 	Conduct a comprehensive carbon inventory work Establish the carbon emission reduction targets at the group level	<ul style="list-style-type: none"> Define the boundaries, scope, and methods for the carbon inventory. Formulate and publicly disclose group-level carbon reduction targets. 	<ul style="list-style-type: none"> Conduct annual carbon inventory work and invite third-party organizations for verification (Progressing annually). We are currently developing group-level carbon reduction targets.
Strengthen climate governance 	Establish a climate governance framework.	<ul style="list-style-type: none"> Strengthen the focus and management of climate-related issues based on the existing ESG governance structure. 	<ul style="list-style-type: none"> Governance structure: the Board of Directors and the SEC will cooperate in supervision and management, and the ESG Working Group will coordinate the implementation of climate targets in each subsidiary and business unit.
Promote carbon emission reduction in all business scenarios 	Low-carbon office Low-carbon operations Low-carbon data center Expand the financing scale of low-carbon projects	<ul style="list-style-type: none"> Strengthen the intelligent operation and maintenance (O&M) management of energy use for office space. Improve the use of energy-saving facilities. Encourage green commuting, remote work, remote meetings, and other low-carbon work practices. Actively utilize renewable energy to optimize operations and promote large-scale distributed photovoltaic power generation systems. Adopt low-energy consumption designs for buildings. Monitor and manage energy consumption through an operations and maintenance management platform. Develop emergency response plans to enhance climate resilience and effectively withstand extreme weather conditions. Utilize green financial tools to promote the expansion of low-carbon project investment. Identify and incubate more green innovation projects. 	<ul style="list-style-type: none"> We are setting waste reduction targets and water efficiency goals. In 2024, the intelligent lighting renovation of Beijing Campus 1 was completed, with an expected annual energy saving of 650,000 kWh. Since November 2024, the Group's Beijing Campus 4 had begun purchasing green electricity, with a total volume of 1,692,876 kWh procured in November and December. In 2024, Huaguan Supermarket implemented a procurement pilot in six core stores, purchasing a total of 4,970,000 kWh of green electricity. JD Cloud's self-developed Alpha intelligent computing power module supports integrated delivery of liquid cooling systems, with PUE controlled within 1.15. Infrastructure energy consumption continues to decrease. The new generation of liquid-cooled servers improves heat dissipation efficiency by 50%, saving 8,500 kWh annually per cabinet at 20 kW. Climate adaptability continues to increase. Identify more projects with low carbon competitiveness and expand the scale of green financing. Explore the carbon trading market and carry out pilot work.

Primary Metrics	Secondary Metrics	Metrics Description	Target Setting	
Promote carbon emission reduction in all business scenarios 	Low-carbon transportation	<ul style="list-style-type: none"> Promote the use of new energy vehicles for logistics transportation. Optimize logistics routes and storage and transportation network planning through digital and intelligent technology. Optimize the arrangement of vehicles to reduce energy consumption during the transportation process. 	<ul style="list-style-type: none"> Continuously increase the proportion of new energy vehicles and strengthen energy consumption management in the transportation link. By the end of 2024, the Group had invested in over 10,000 self-operated new energy vehicles for trunk and terminal transportation. 	
	Low-carbon supply chain	<ul style="list-style-type: none"> Energy substitution: maximize the use of renewable power, such as distributed photovoltaic and efficient energy storage. Efficient operation: automated operation and electrification of park energy consumption. Online O&M system of the solution to carbon neutrality in intelligent logistics parks. 	<ul style="list-style-type: none"> Develop carbon-neutral park construction (JD.com's "Asia No. 1" Xi'an Intelligent Industrial Park has become the first certified "carbon neutral" industrial park in China's logistics industry) Gradually increase photovoltaic power generation capacity. (In 2024, the self-built photovoltaic power generation capacity with JD.com reached 38,202,600 kWh, equivalent to reducing carbon emissions by 31,803.66 tonnes¹⁹). 	
	Low-carbon packaging	<ul style="list-style-type: none"> Promote reusable packaging. Implement packaging reduction projects. Carry out green packaging R&D and innovation. Apply digital intelligence technology. Promote upstream and downstream collaboration to practice green packaging use. Develop reusable packaging sharing and recycling public system. 	<ul style="list-style-type: none"> Continuously promote the DWOP model among upstream and downstream partners. Continuously promote the use of reusable insulated boxes and reusable transit boxes. Continuously drive research and development (R&D) initiatives at the JD Logistics Packaging Laboratory. 	
	Suppliers' collaborative effort in carbon emission reduction	<ul style="list-style-type: none"> Promote joint participation of suppliers in setting carbon reduction targets and response plans. 	<ul style="list-style-type: none"> Strengthen the ledger recording of energy consumption, mileage, and other data, and work together with suppliers and partners to build low-carbon logistics. 	
	Emission reduction actions across the value chain	Promote low-carbon consumption	<ul style="list-style-type: none"> Participate in the formulation of national low-carbon product standards. Expand the supply of low-carbon products. Strengthen low-carbon consumption and lifestyle campaigns. 	<ul style="list-style-type: none"> Continuously expand the supply of low-carbon products and create corresponding incentive plans for green consumption. (The "Green Impact Initiative" had been launched).
		Promote industrial low-carbon development	<ul style="list-style-type: none"> Advance the integration of digital intelligence technologies with traditional industries through big data, cloud computing, and artificial intelligence, and promote carbon reduction in traditional industries. 	<ul style="list-style-type: none"> Empower physical enterprises in their low-carbon transformation through technology, continuously exploring new business models and profit models for JD.com. (SPIC Shanghai Yuanye collaborates with JD.com to create an integrated online and offline operation and maintenance solution for distributed photovoltaic systems based on JD Industrials's Jingbei Cloud).
	Information disclosure 	Conduct annual climate-related information disclosure	<ul style="list-style-type: none"> Identify, assess, and manage climate-related risks and opportunities, and disclose them annually. Disclose progress on the established climate goals each year. 	<ul style="list-style-type: none"> Include a section on climate change response in the ESG report each year, disclosing relevant progress and performance. We launched a dedicated climate risk quantification initiative in 2024.

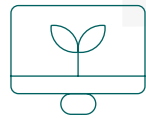
Category	Emission in 2024
Scope 1	2,266,323.15 tCO ₂ e
Scope 2	1,196,686.57 tCO ₂ e
Scope 3 ²⁰	6,980,973.82 tCO ₂ e
Total emissions (Scope 1 + Scope 2)	3,463,009.72 tCO₂e
GHG emissions intensity (Scope 1 + Scope 2)	2.99 tCO₂e/RMB million of revenue

JD.com's Carbon Emissions for 2024

¹⁹ The electricity emission factor comes from the *Announcement on the Release of Electricity Carbon Dioxide Emission Factors in 2022* issued by the Ministry of Ecology and Environment in 2024.

²⁰ Scope 3 GHG emissions include purchased goods and services (packaging materials), fuel and energy-related activities, upstream transportation and distribution, waste generated in operations, and employee commuting (shuttle buses).

2.2 Green Operations



JD.com implements a low-carbon philosophy across key operational stages including raw material procurement, operations, warehousing, packaging, transportation, and consumption. By systematically integrating efficiency and environmental concepts, JD.com promotes the application of clean energy technologies, enhances waste management initiatives, continuously focuses on environmental and ecological conservation, and is committed to building a green and circular operation model.

Energy Management

JD.com has established internal management tools such as the *Energy Tracking Table and Building Energy Use Benchmark Values*, proactively implemented green office practices, and carried out energy-saving technological upgrades, facility renovations, and other initiatives, incorporating low-carbon and environmental protection philosophy and practices into office spaces, park construction, logistics, warehousing, and store operations, in a bid to comprehensively enhance energy use efficiency and management capabilities.

Energy Saving and Carbon Reduction in Office

Equipment Renovation and Upgrading

- Complete the upgrade of smart lighting in the office area to reduce lighting energy consumption.
- Replace barreled wate with direct drinking water devices to significantly reduce energy consumption.
- Upgrade the lighting system and optimize security patrol processes so that emergency lighting is only activated during specific periods to reduce unnecessary power loss.
- Implement targeted power-off measures for electrical appliances in public areas to avoid ineffective energy consumption during non-working hours.
- Technically upgrade and optimize the heating system to effectively improve heating efficiency and reduce energy consumption.
- Install a four-in-one sensor with human presence, temperature, humidity, and illumination functions to monitor multiple temperature points in real time, automatically adjust temperatures, optimize temperatures in various areas during working hours, enhance employee experience, and automatically an energy-saving night insulation mode based on the number of office occupants, reducing energy consumption.

Green Electricity Procurement

- Purchase a total of **1,692,876 kWh** of green electricity for Beijing Campus 4.

Publicity and Advocacy

- Post reminder signs such as "Turn off Lights Before You Leave" to raise employees' energy-saving awareness.
- Encourage employees to bring their water bottles to meetings to reduce the use of disposable paper cups.
- Participate in **"the Earth Hour event"** in 2024 and organize workplaces across China to turn off marquees, floodlights, and indoor lights, saving 4,300 kWh of electricity.

Green Travel

- Formulate and implement internal policies, such as the JD.com Regulations on Management of Self-owned Vehicle, to continuously increase the number of new energy vehicles and renovate bicycle sheds, thereby providing employees with more convenient and environmentally friendly travel options. In 2024, **discontinued the use of fuel-powered vehicles in Beijing's commuter shuttle service for workplaces**, and add **43** new energy vehicles and **14** natural gas vehicles to effectively reduce carbon emissions; in addition, deepen cooperation with ride-hailing platforms to provide employees with carpooling options for commuting, minimize empty runs, optimize route planning, and use clean energy vehicles to effectively reduce carbon emissions during travel; in 2024, achieved over 151,946 green trips through carpooling.

Digital and Intelligent Management

- Implement Intelligent Building Management System (IBMS): Fine-tune the configuration of electrical panels based on the specific orientation and characteristics of each building to maximize energy efficiency; Monitor energy usage data in real time and conduct comprehensive assessments of energy consumption in office areas to accurately identify and locate high-consumption areas or equipment, and swiftly take measures to effectively control energy use.
- Formulate the "333 Principles for Meetings": Limit key decision report PPTs to no more than three pages, restrict meeting duration to within 30 minutes, and cap discussions on the same topic at no more than three rounds to effectively control resource consumption during meetings.
- Promote online collaboration tools and electronic signatures: Archive electronic files online to reduce the need for office paper and document mailing, minimize physical space requirements, and thereby lower energy consumption.



JD.com Was Awarded the "China Energy Conservation Association Innovation Award for Energy Saving and Emission Reduction Technological Progress"

Green Construction and Park Operations

In the building construction phase, JD.com always upholds the green building strategy and adheres to the national standards. Following the principle of "passive priority, active optimization"²¹ principle, we prioritize the use of sustainable energy systems, thus significantly improving the energy efficiency. Furthermore, we introduce more renewable energy solutions and promote the installation of photovoltaic power generation systems, continuously optimizing the energy structure to minimize energy consumption.

Energy-saving and carbon reduction measures for JD.com office buildings

- 1 The green building strategies used consider both the initial cost and the long-term benefits.
- 2 We install sustainable energy systems (daylight regulation systems, energy-efficient lamps) and high-performance building envelopes (green roofs, natural ventilation windows, vertical greening, insulated walls, shading louvers).
- 3 We set up opening sashes and curtain wall ventilation devices on the building facade to effectively enhance office space energy efficiency.
- 4 The fluorescent fixtures selected in the building design all use high-quality, energy-saving, high-color rendering fluorescent tubes, paired with high power factor electronic ballasts or energy-saving inductive ballasts.
- 5 Outdoor lighting such as street lamps, garden lights, and lawn lights feature automatic lighting control based on illuminance or timed control; ground lights and floodlights also feature timed control.
- 6 We are equipped with an intelligent building management system that provides real-time monitoring of air conditioning, lighting and socket usage, power supply, and special electricity consumption. Through energy data visualization, we enable both vertical and horizontal benchmarking and control of energy use, allowing for real-time monitoring of building energy consumption.
- 7 Air conditioning, ventilation, and other equipment are selected from high-quality products that meet national energy consumption and performance standards.
- 8 Ultra-low noise cooling towers are used and placed on the roof to minimize impact on the surrounding environment.

JD.com actively promotes the application of renewable energy in its parks, establishing charging stations and photovoltaic power plants, and continuously optimizing the efficiency of resource usage in our operations. We adopt a contract energy management model and partnered with energy industry leaders including Huaneng Power, China National Nuclear Corporation (CNNC), and China Southern Power Grid to jointly invest in and construct photovoltaic power plants, with a total of 27 grid-connected parks and an installed capacity of 156 MW. We prioritize meeting our own electricity needs with self-built photovoltaic power plants, ensuring energy self-sufficiency during operations and reducing dependence on external power grids. In 2024, JD Property's photovoltaic power plants in Suqian and Xiamen have completed the registration and filing procedures in the National Energy Administration's green power certificate issuance, establishing a solid foundation for further participation in green power certificate trading and enjoying related policy benefits.

JD.com embeds green, low-carbon, and sustainable concepts into the entire lifecycle of park development design, construction, and operation management, adopting green carbon reduction measures such as prefabricated buildings and sponge city design, and continuously exploring and practicing energy-saving initiatives in both new and existing parks. In 2024, according to the *Assessment Standard for Green Building* and *Assessment Standard for Green Industrial Building* issued by the Ministry of Housing and Urban-Rural Development of the People's Republic of China, JD.com has a total of six logistics parks designed according to green building standards, six logistics parks adopting sponge city design, and seven parks using prefabricated building models.

²¹ "Passive priority, active optimization" is a building design concept that emphasizes first using the characteristics of the building itself to reduce energy demand, and then further improving energy efficiency through active systems and equipment.

²² JD.com's Coventry Ansty Park project in the UK consists of seven high-standard warehouses, all of which have obtained BREEAM Excellent certification.



Leveraging its capabilities, JD.com actively drives the advancement of photovoltaic and other renewable energy industries.

JD Industrials Supports New Upgrades in Photovoltaic Operation and Maintenance

JD.com leveraged JD Industrials's Jingbei Cloud in collaboration with SPIC Shanghai Yuanye to create an integrated online and offline operation and maintenance solution for distributed photovoltaics. By utilizing cloud data and intelligent analysis, we enabled precise monitoring and rapid response for power stations, thereby improving operation and maintenance efficiency by 20% and reducing costs by 17%. Meanwhile, we utilized the national service network to ensure efficient allocation of spare parts, improving supply timeliness by 32%. This solution enhanced the quality and safety of power station supervision by 20% and 15% respectively, significantly increasing the safety and reliability of power station operations, setting a new benchmark for the sustainable development of the photovoltaic industry, and showcasing JD.com's remarkable achievements in promoting intelligent and green development in photovoltaic operation and maintenance.

Green Operations of Stores

JD.com continues to enhance the sustainable development performance of its offline stores by selecting energy-saving technologies and equipment and introducing green electricity in Huaguan Supermarket for the first time in 2024 to reduce energy consumption during operations. We are comprehensively promoting energy management in the operations of our stores, such as 7FRESH and Huaguan Supermarkets, to facilitate efficient and economical energy use, integrating low-carbon sustainability concepts into the entire business lifecycle.



Installing energy-saving lights

- We replaced all non-LED lights with durable LED lights with low energy consumption.



Energy-saving cold chain

- The cold chain adopts variable frequency control technology to achieve enhanced energy efficiency.



Intelligent lighting

- We optimized the intelligent lighting control system.
- The new stores are designed with configuration for zone control and time-phased control to realize targeted energy management and achieve the effects of energy saving and emission reduction.



Green electricity purchase

- In 2024, Huaguan Supermarket, piloted a green electricity procurement in six core stores, purchasing a total of 4,970,000 kWh of green electricity.

7FRESH Cold Chain Energy Saving Project

In 2024, based on the renovation of over ten stores in 2023, 7FRESH implemented cold chain energy-saving renovations in two stores. To address the high energy consumption of cold chain equipment and the lack of effective energy-saving measures, we introduced variable frequency control technology to upgrade fixed-frequency compressors. By optimizing energy usage, we effectively save electricity costs for these two stores.

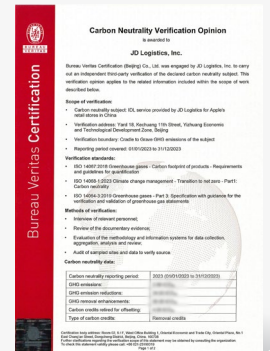


In addition, we also work hard to reduce the carbon footprint in the store's instant delivery service. The instant delivery logistics service provided by JD Logistics for Apple's operations in Chinese Mainland has obtained ISO 14068 carbon neutrality certification, empowering our partners to achieve their carbon neutrality goals.

The World's First Certified Carbon Neutral Case in Instant Delivery Scenarios

As a core supply chain partner of Apple's 2030 carbon neutrality strategy, JD Logistics has ramped up its climate actions through innovative carbon management across the entire value chain. JD Logistics has established a full lifecycle carbon management system covering Instant Delivery Logistics (IDL) scenarios, relying on JD Logistics' Supply Chain Emission Management Platform (SEMP) to achieve digital MRV-T management of carbon footprint. Through the collaborative operation of an intelligent scheduling system, a dynamic path optimization algorithm, and a 100% new energy-powered delivery fleet, a dual-driver model of technological innovation and behavioral guidance has been formed, successfully achieving full lifecycle carbon footprint accounting for IDL orders on Apple's official website, and accurately quantifying single order emission reductions based on international methodology.

Since the launch of the project, the optimization of delivery routes through continuous iteration of carbon footprint data analysis, coupled with incentive mechanisms such as consumer shared delivery, resulted in a 95.49% reduction in the total greenhouse gas emissions in IDL scenarios in the FY2023 compared to the baseline year (2022), reflecting a year-on-year decrease of 90.19% compared to the FY2022. In 2024, this project obtained the ISO 14068 certification in carbon neutrality verification opinion from Bureau Veritas, an internationally authoritative certification body, marking JD Logistics' internationally leading position in the field of green supply chain construction.



Apple Instant Delivery Carbon Neutrality Case Third-Party Audit Certificate

Green Transportation and Warehousing

JD.com carries out energy-saving and carbon-reduction work throughout the entire warehousing management process. We continuously implement refined inventory management strategies, utilizing big data analysis and intelligent forecasting systems to accurately control inventory, reduce backlog and frequent restocking, and lower transportation frequency and energy consumption. Meanwhile, we optimize warehouse layout, adopt automated shelving systems and intelligent sorting equipment, shorten handling distances, improve efficiency, and reduce equipment operating time and energy consumption.

JD.com continuously optimizes the main processes and routes of logistics based on underlying technologies such as 5G, artificial intelligence, big data, cloud computing, and the Internet of Things, effectively enhancing overall logistics efficiency. We are fully promoting the formation of a new energy logistics fleet by accelerating the replacement process of new energy vehicles such as hydrogen fuel cell heavy trucks nationwide and expanding the use of multimodal transportation, effectively reducing carbon emissions generated during logistics transportation. JD.com continues to delve into new energy vehicle technology, actively

exploring the application of battery swapping technology and hydrogen energy vehicles. By scaling up the deployment of electric logistics vehicles and hydrogen energy trucks, while promoting the use of battery switching vehicles, electric traction vehicles, and methanol-powered light trucks, we are promoting the green and low-carbon transformation of the logistics industry and elevating the level of intelligence.

In addition, JD Logistics has launched the "road-to-rail" logistics solution, which, through technological and operational model innovation, improves the utilization rate of railway capacity. By integrating the layout of warehouses and railway freight stations, we have achieved door-to-door service throughout the entire process, significantly reducing logistics costs. Based on this, JD Logistics launched the "Exclusive ESG Product Service," shifting long-distance orders to railway transport, and have collaborated with several leading companies in the apparel industry, which can reduce carbon emissions by over 20,000 tonnes annually, increasing the proportion of green transportation to 70%.



Pure Electric Heavy-duty Truck Used in Jd Logistics-related Project

Metrics and Targets

2024 Office Energy Saving Goal and Progress

2%

reduction in electricity consumption compared to the previous year²³

Achieved

2024 Renewable Energy Usage Goal

Further increase coverage of photovoltaic power stations in logistic parks to lower customer operating costs continuously



In 2024, JD Industrials obtained the ISO 50001 Energy Management System certification



In 2024, multiple entities of JD.com have obtained several leading domestic and international environmental management system certifications, including ISO 14001 and ISO 9001



Number of Logistic Parks with Carbon-Neutral Certification

1

Number of Charging Piles

100 new charging piles were added in 2024, with a total of **935** charging piles deployed in **147** logistics parks operating nationwide by the end of 2024

JD Property Self-built Photovoltaic Power Generation and Carbon Reduction

In 2024, self-built photovoltaic power generation reached **38,202,600 kWh**, equivalent to carbon reduction of **31,803.66 tonnes**

Indicator	Unit	2024
Direct energy consumption	MWh	8,489,645.73
Indirect energy consumption	MWh	2,272,052.49
Comprehensive energy consumption	TCE	1,322,563.38
Comprehensive energy consumption intensity	TCE/RMB million of revenue	1.14

JD.com's Energy Use in 2024

²³The data is the year-on-year data of JINGDONG Global Headquarters Beijing Campus 1,2 and 4 (excluding Building D,E,F in Campus 1 which were newly put into use in 2024).

Water Management

JD.com attaches importance to water management. We actively respond to and implement the International Decade(2018-2028) for Action "Water for Sustainable Development" proposed by UN General Assembly while strictly adhering to national regulations, strengthening management from the source, and vigorously promoting the recycling of water resources. All the devices selected for JD.com's workplaces comply with the *Standard for Domestic Water Saving Devices* (CJ164-2002). We further enhance water management practices through upgrading and optimization of equipment and technology.

We are committed to building a comprehensive water management system that includes a water usage monitoring network, periodic assessment processes, and intelligent water management, aiming to achieve detailed management and efficient use of water resources. On this basis, we strengthen data monitoring of key water usage links, utilizing online monitoring technology and data analysis tools to ensure we can instantly understand water usage conditions and promptly identify and resolve potential water resource waste issues. In addition, we incorporate water-saving awareness education, professional skills training, and incentive measures into our daily operations to enhance employees' water-saving concepts and practical skills and actively encourage all employees to participate in the sustainable management of water resources.

- Adjusted the water flow of the faucets in the restrooms in the headquarters office buildings, reducing water consumption by 1%.
- Used sensor-equipped faucets and water-saving toilets to reduce water consumption in the restrooms.
- Adopted efficient water-saving equipment, such as automatic sprinkler and drip irrigation systems, and implemented intelligent water management through soil humidity sensors and automatic rainwater shutdown devices on rainy days.
- Selected drought-resistant plants to reduce the need for permanent irrigation and achieve water saving through greenery.
- Treated and recycled the rainwater collected in the park and used the pressurized treated rainwater to clean basements, irrigate green spaces, and wash roads.
- Carried out water-saving publicity activities, posted water-saving reminders, and set up publicity signs in operating and office areas.

Water Conservation Measures of JD.com in 2024

JD.com follows the principle of "Sponge City" during construction, carefully planning rainwater collection and drainage systems for each regional headquarters park. By arranging permeable pavements, creating sunken green spaces, establishing rain gardens, and promoting rooftop greening, JD.com has effectively enhanced the comprehensive utilization of rainwater, promoting natural rainwater circulation and reuse, while alleviating pressure on the urban public drainage system, significantly improving our own response and recovery capabilities during heavy rainfall.

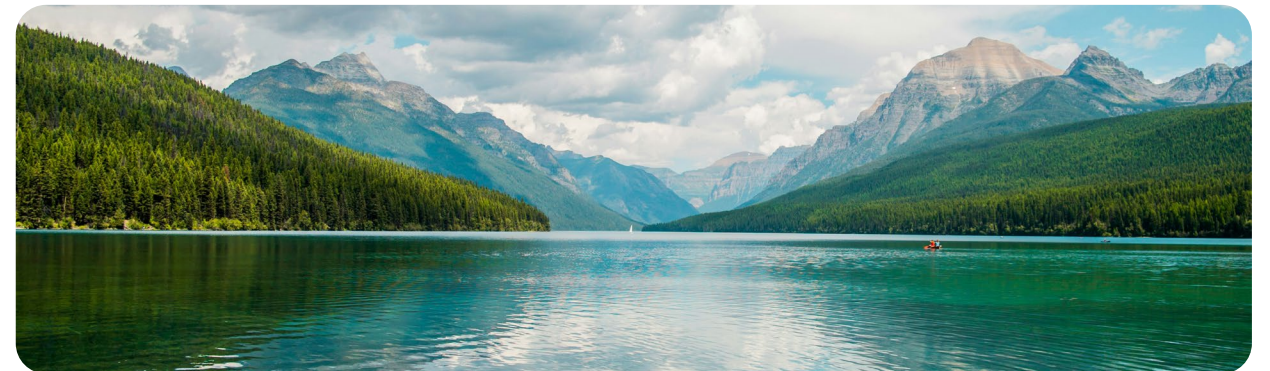
JD.com's Water Use in 2024

Consumption of fresh water

13,233,479.43 tonnes

Water consumption intensity

**11.42 tonnes/RMB
million of revenue**



Packaging Management

JD.com attaches great importance to reducing the impact of packaging on resources and the environment. In active response to the trend of green packaging development, we strengthen the innovation and application of green packaging materials, and persistently explore refined operations of packaging.

Packaging Management at the Logistics End

In the logistics end, since 2017, JD.com has launched the "Green Stream Initiative", aiming to explore green packaging, green transportation, green warehousing, and the application of green technologies, and promote full-chain green and low-carbon development in the logistics industry. JD Logistics has implemented a full lifecycle management strategy for packaging, and issued regulations 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 aim to enhance packaging efficiency and minimize waste generation.

In March 2024, JD Logistics Packaging Laboratory was officially inaugurated, a leading comprehensive institution dedicated to innovation in packaging standards.

Reduction

We implement customized reduction measures for packaging materials such as cartons and adhesive tape, optimize packing standards, and promote the DWOP model.

● X series packaging materials:

Comprehensive promotion of the X series cardboard boxes: In 2024, JD.com fully promoted the X series cardboard boxes nationwide, achieving a **5%-25%** reduction in raw material usage per cardboard box through structural adjustments, resulting in a reduction of 12,164 tonnes of carbon emissions in 2024.

We developed and put into use the X series waterproof bags, reducing raw materials by approximately 20% while ensuring performance, leading to a reduction of 6,845 tonnes of carbon emissions in 2024.

● Tape:

By optimizing the tape width to **40mm**, there has been a cumulative reduction of 13,352 tonnes in plastic tape usage.

● Optimization of packaging standards:

We simplified packaging standards, simplified packaging steps for low-fragility products, reduced the use of disposable consumables, and streamlined the packaging process for more than 70,000 products.

● Promotion of the DWOP model:

We promoted the environmentally friendly packaging model of original packaging, released the industry's first original packaging certification standard, and worked with multiple industry partners to commit to achieving more than **80%** of products sold through e-commerce channels supporting original direct shipment by 2030. In 2024, DWOP model helped JD Logistics reduce the use of secondary packaging by over **1 billion units**.

Degradation

We vigorously adopt degradable packaging materials, effectively alleviating the impact of material waste disposal on the natural environment, such as land and air.

● Degradable packaging materials:

JD Logistics promoted the use of more than **20 million** degradable packaging materials in 2024²⁴.

Reuse

We used reusable insulated boxes and reusable transit boxes to reduce the use of disposable packaging materials, and recycled cardboard boxes.

● Reusable insulated boxes:

The reusable insulated box is used to replace single-use foam boxes, ice packs, and dry ice. The service life of the reusable insulated box can be up to **2 years**. A single box can be used more than 180 times, providing significant benefits in reducing white pollution and carbon emissions.

We enhanced the reverse recycling capability of reusable insulated containers, reduced the loss and damage rate, and improved turnover efficiency. In 2024, we deployed **960 thousand** reusable insulated boxes, which were used over **85.45 million** times in total, reducing annual carbon emissions by 72,520 tonnes.

● Reusable transit boxes:

We promoted the transit boxes model by consolidating packages with similar addresses to use transit boxes for production, sorting, and delivery, thereby reducing the use of materials such as cartons. During the reporting period, we shipped a total of **22.4 million** packages, resulting in an annual reduction of carbon emissions by 749 tonnes.

● Recycling:

We widely promoted the use of recycled cardboard boxes by recommending consumables and other means, arranged dedicated personnel and positions for sorting and recycling, and encouraged frontline staff to use recycled cardboard boxes, achieving over **290 million times** of recycled cardboard box recycling and reuse annually.

For cardboard boxes that cannot be used directly, we introduced cardboard die-cutting machines to re-cut waste cardboard boxes into usable small boxes, achieving waste reuse.

Packaging Management at the Product End

JD.com also constantly optimized the packaging for products of its private brands, focusing on reducing the overall use of packaging materials and using more sustainable raw materials.

In 2024, JD.com has implemented a courier packaging optimization project for its private brand products, innovating packaging solutions for 1,123 items. For items already equipped with factory logistics boxes, secondary courier box packaging has been eliminated and replaced with waterproof and stain-resistant courier bags. Under the premise of ensuring transportation safety, we reduce annual packaging material costs by RMB 1.06 million and decrease e-commerce waste generation by over 200 tonnes while ensuring transportation safety. In addition, we conduct a systematic assessment of the drop resistance performance of product packaging during the project execution process, establishing an internal packaging standard optimization system that effectively balances resource conservation and transportation security needs.

Some product packaging under JD.com's ochama has obtained FSC (Forest Stewardship Council) certification, ensuring that the packaging raw materials come from sustainably managed forest resources, with regular certification and third-party testing to ensure compliance. In the packaging design phase, the Company prioritizes the use of recyclable compostable materials to replace traditional plastics, while optimizing the packaging structure to reduce material usage.

JD.com Reduced Packaging Material Usage in J.ZAO Gift Boxes

The packaging of J.ZAO "Golden Branch and Jade Leaf" Porcelain Tableware Gift Set has a three-layer protective structure of foam, gift box, and cardboard box. After the packaging optimization assessment, the additional express cardboard box was cancelled, and the gift set was delivered with original package. This initiative achieved a monthly reduction in material costs of RMB 30,000, reduced e-commerce waste by 6 tonnes, effectively improved packaging resource utilization efficiency, and lowered the carbon footprint in the logistics process.

JD.com's Packaging Management Measures for 2024 at the Logistic End

²⁴ From 2022 onwards, JD Logistics is launching biodegradable packaging projects in Beijing and Hainan.

Waste Management

JD.com actively responds to the national *14th Five-Year Plan for the Development of Urban Domestic Waste Classification and Treatment Facilities* and the *Action Plan to Promote Large-scale Equipment Renewals and Trade-ins of Consumer Goods*. The Company complies with relevant policies such as the *Management Specification of Green Construction*, implements systematic waste management procedures, advocates for waste sorting practices, and ensures full execution of recycling initiatives. We continuously improve the waste governance system, take effective measures to achieve green operations.



The AHS Recycle Self-service Recycling Machine Set up in JD.com's Campus

Operation facilities: Operation facilities under JD.com classify and dispose of waste according to its nature, then transfer it to state-certified agencies or government-designated waste treatment plants for compliant processing.

Consumer engagement: We encourage consumers to participate in the recycling activities of home appliances, furniture, and 3C appliances (computer, communication, and consumer products), and improve waste recycling rates and resource recycling efficiency through incentive measures such as trade-in of used items for new. JD.com, in collaboration with its ecological partners, develops the recycling service capabilities across multiple scenarios and various product categories from the recycling of second-hand electronic products. By giving second-hand goods a new life to extend their lifespan, the waste of resources can be reduced. With these endeavors, we vigorously encourage the optimal utilization of resources, and attract more users to engage in sustainable consumption, making every effort to contribute more to global sustainable development. While ensuring that waste treatment complies with regulatory requirements, we enhance the conversion and reuse of waste resources. In 2024, JD.com implemented a subsidy policy to encourage the consumption of green smart home appliances across China, recovering over 20 million units of old home appliances.

Office areas: We orderly recycle hazardous and non-hazardous waste, handing over discarded toner cartridges, kitchen waste, and other materials to qualified professional agencies or qualified national designated institutions for recycling and processing. The Company has established a plant adoption area to encourage employees to adopt retired office plants. Plant exchange activities are also organized to significantly reduce idle greenery in office areas while enhancing the visual appeal of the environment. For non-recyclable waste, the Group follows government guidelines to transport it to designated waste treatment facilities for incineration or landfill. Additionally, JD.com implements a recycled utilization

strategy based on the actual loss of waste, aiming to minimize waste emissions. In 2024, we introduced the AHS Recycle self-service recycling machine, effectively promoting resource recycling and enhancing employees' environmental awareness.

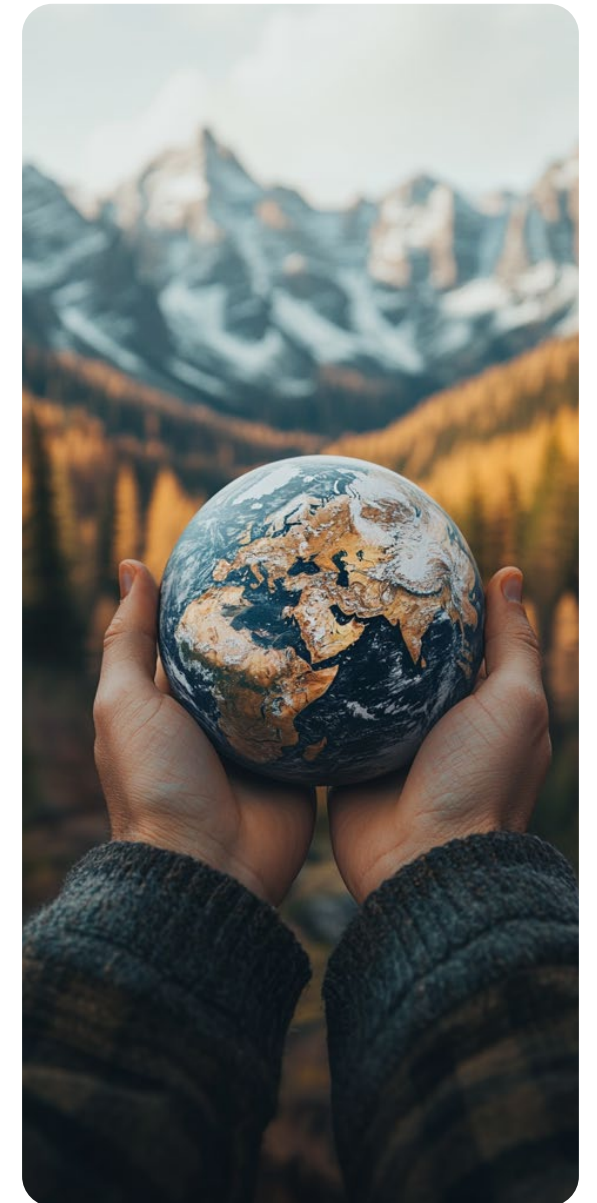
At project construction phase: JD.com has formulated internal policies and handling procedures for the management and emission control of construction waste, clarifying requirements for green construction that emphasizes resource conservation and environmental protection. We emphasize the classification, recycling, treatment, and reuse of waste and assign dedicated personnel to manage waste categorization and recycling statistics throughout the construction process, while rigorously implementing dust control measures.

Waste management training: We enhance waste reduction awareness among relevant stakeholders through internal employee training programs, supplier cooperation and training, as well as cooperation with government, social organizations, and professional institutions, thereby achieving comprehensive control over waste.

In 2024

JD.com implemented a subsidy policy to encourage the consumption of green smart home appliances across China, recovering old home appliances over

20 million units



Food Management

JD.com is keenly aware of the key role that food management plays in ensuring the safety of food resources and promoting food safety. To this end, we actively collaborate closely with upstream and downstream partners in the supply chain, committed to continuously implementing effective measures for food conservation and loss reduction in key areas such as procurement, storage, processing, and sales.

To measure food loss and waste, we have established strategies to prevent food waste, continuously track the loss rate of food products, and guide product production plans for the following period, ensuring food management is integrated throughout the entire business process. In terms of product shelf life management, we have adopted an advanced Warehouse Management System (WMS) to accurately collect and record production and expiration dates of products, achieving comprehensive monitoring of inventory. For products nearing expiration, we encourage consumers to purchase them through flexible discount strategies and promotional activities, effectively reducing inventory costs. Moreover, we have established close cooperation with suppliers. For inventory that cannot be sold through promotional activities, we implement a return policy to ensure efficient supply chain operations and rational resource allocation. In some operational regions, JD.com donates surplus food to organizations such as "food banks," aiming to alleviate pressure on food production. Additionally, we vigorously promote awareness of food conservation among all employees through education and incentive mechanisms.

Reducing food loss and waste in stores

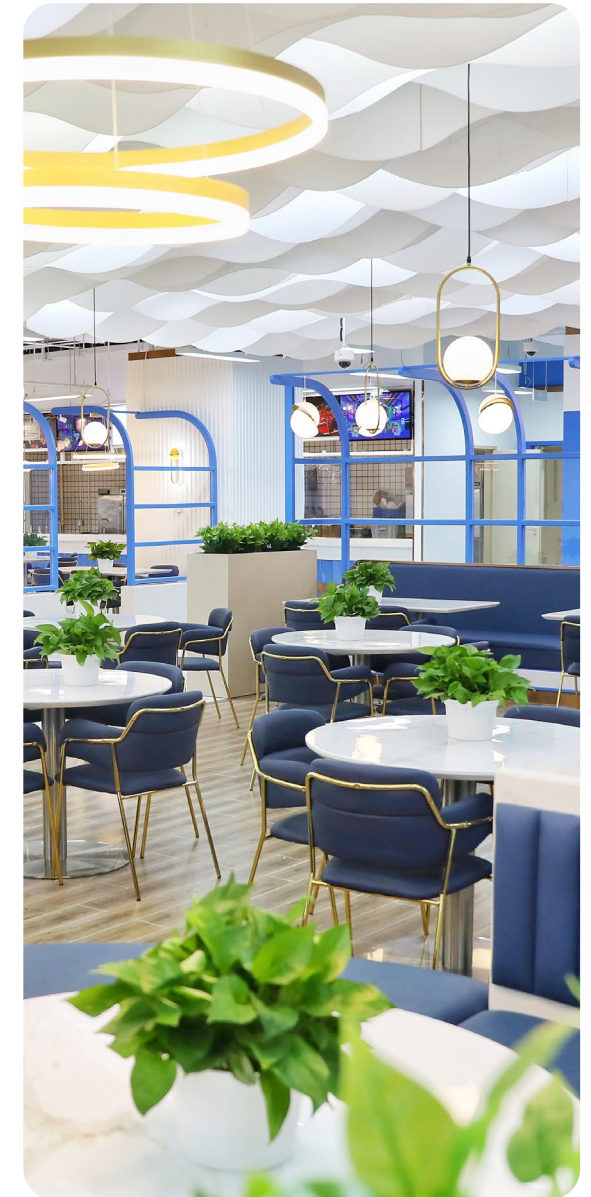
- Selected fresh food products based on actual demands and needs to improve the accuracy of order, preventing waste and excess.
- Strictly followed the standards for receiving goods in the warehouse, frequently checked shelf life, and ensured that products were organized for first-in, first-out (FIFO) inventory management.
- Ensured that cold storage maintained the appropriate temperature, and worked with our supply chain partners to improve the transportation and storage environment of products to maximize the freshness of food products and avoid transportation losses.
- Processed fresh foods in line with standards to prevent any losses that may result from substandard processing operations.
- Offered clear guidance to consumers on proper product storage and shelf life.
- Established discount and promotion management regulations and early warning mechanism for best-by products, reduced prices in advance based on the expiration date of the food, and created a designated special area for discounted best-by products; offered these products at lower prices to attract more consumers and reduce waste caused by expired food.
- Placed visible signs for reducing food waste in the dining area, and reminded consumers to order the right amount of food to encourage consumers to reduce food waste and cultivate a culture of food conservation among our consumers.

Reducing food loss and waste generated in canteens

- Collaborated with our suppliers and agreed to a frequency of 1-2 deliveries per week, reducing the amount of expired and damaged goods caused by overstocking.
- Required our external catering suppliers to adjust their serving sizes by providing both large and small portion packages to cater to employees with different appetites, reducing food waste caused by excessive portions.
- Labeled the calories of each food item, installed a weight scale in the cafeteria, and displayed food-saving slogans to encourage employees to eat moderately and healthily.
- Carried out "Clean Your Plate" campaigns and rewarded those who demonstrated positively to incentivize saving behavior.

Reducing food loss and waste in online sales of products

- Establish a product shelf life management system for the entire process:
- In the upstream links:** by establishing a collaborative mechanism with suppliers, we clearly require them to provide goods in line with strict quality and expiration date standards, and continuously optimize the turnover efficiency of goods to shorten the storage period in warehouses.
 - In the downstream warehousing links:** strictly implemented the first-in, first-out (FIFO) principle and conducted real-time monitoring and early warning of inventory backlogs, effectively reducing the risk of goods expiring, and minimizing resource waste during the circulation of goods.



Sustainable Raw Materials

The extraction and production processes of raw materials may have negative impacts on the ecological environment, such as resource depletion, water pollution, and land degradation. We fully recognize the importance of sourcing sustainably certified seafood, timber paper, palm oil, leather, cotton, and other materials to reduce the impact of the supply chain on marine ecology, soil quality, and the atmospheric environment from the source. We encourage suppliers to obtain various high-recognition, well-standardized, and strictly required third-party certifications for responsible raw materials. In 2024, 50 ochama products under JD.com obtained RoHS certification²⁵.

To ensure compliance in the raw material production process, JD.com optimizes and upgrades the traceability work of raw materials based on the characteristics of various products and raw materials, improving the raw material traceability management system, and steadily moving towards comprehensive traceability throughout the entire product lifecycle. For seafood, meat, dairy products, and other goods sold by 7FRESH, Huaguan Supermarket, and private, we continuously improve the raw material origin traceability system, rigorously verifying quarantine certificates, customs clearance documents for imported meat, and the necessary production qualifications of repackaging enterprises to ensure compliance of all suppliers and guarantee that the sources of raw materials are both legal and environmentally friendly. 7FRESH has collaborated closely with local farmers and cooperatives to deeply implement the 'direct supply from the origin' strategy, directly sourcing products from the source, enhancing product traceability capabilities, and strongly promoting sustainable production models and green consumption concepts. In 2024, JD.com's private brand "J.ZAO" has 100% of its dried bird's nest products labeled with traceability codes on the packaging and is conducting traceability work for its 100% NFC organic beverage products. The Colombian coffee beans under JD.com's private brand "J.ZAO" have been certified by the National Coffee Growers Federation of Colombia.

Paper

About

28%

of JD.com's private brand "J.ZAO" tissue paper has FSC certification.

Coffee beans

JD.com's private brand "J.ZAO" coffee beans: **Rainforest Alliance certified**



Tea leaves

68%

of JD.com's private brand "J.ZAO" black tea has organic certification,

and

88% of tea has passed **110**

authoritative pesticide residue tests.

JD.com's Sustainable Raw Material Procurement in 2024

To help employees understand the importance of sustainable sourcing of raw materials, ensuring that their decisions related to the procurement and use of raw materials align with the Company's policies, values, and goals. In 2024, we invited third-party professional organizations to conduct training for relevant employees at the execution and management levels of JD.com's private brand, covering aspects such as raw material policies, raw material traceability, and risk assessment of raw material procurement and use, effectively enhancing their awareness and understanding of raw materials.



²⁵ The full name of RoHS is the *Restriction of Hazardous Substances in Electrical and Electronic Equipment*. It is a legal regulation enacted by the European Union to standardize materials and manufacturing processes in electronic and electrical equipment, aiming to protect the environment and public health.

Product Carbon Footprint

JD.com is committed to reducing the carbon emission intensity throughout the entire lifecycle process, from raw material procurement, production, and logistics transportation to distribution centers and stores, by comprehensively assessing the carbon emission impacts at each stage. The Group has implemented a series of energy-saving and emission-reduction measures to promote the continuous reduction of carbon emissions at all stages.

Raw material procurement

- JD.com's private brands prioritize the use of certified environmentally friendly, renewable/recyclable, and responsibly sourced materials in their product packaging.
- The "Green Impact Initiative" had been launched to prioritize the promotion of environmentally friendly products and encourage upstream manufacturers to reduce emissions.
- For more specific measures, please refer to [the Sustainable Raw Materials section](#).

Manufacturing process

- We increase green product certifications. For example, our private brand original flavor sunflower seed emphasizes environmental protection and sustainability by strictly limiting the use of chemical fertilizers and pesticides and using energy-saving equipment and technology to reduce energy consumption during the manufacturing process. This product has obtained green food certification.

Selling of goods

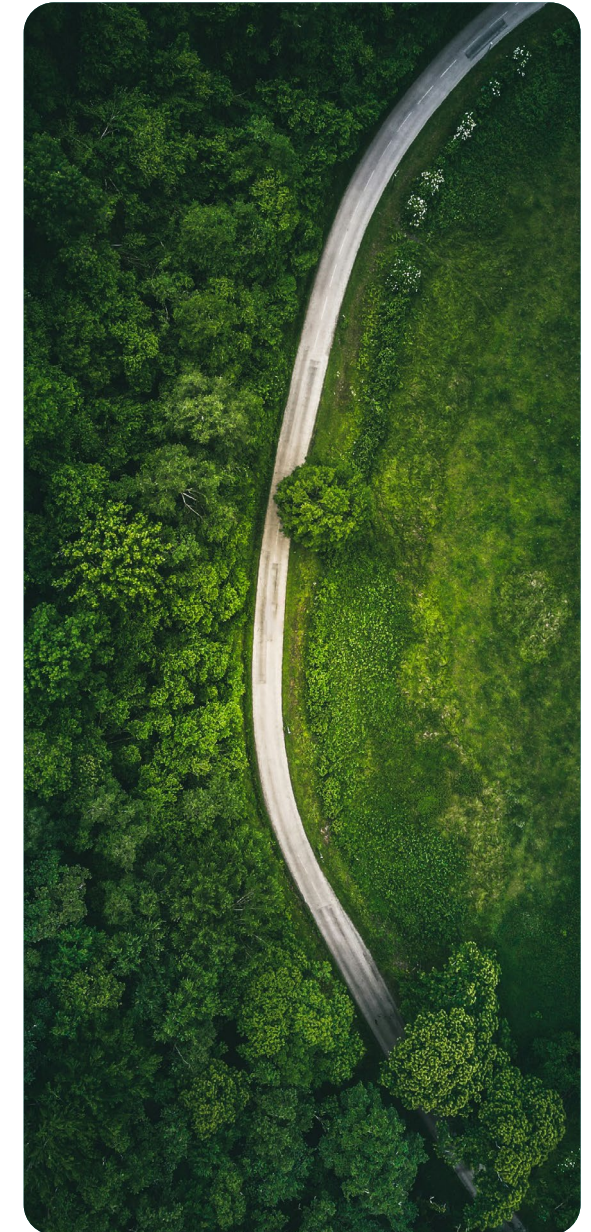
- JD.com classifies the goods returned by users in the scenario of self-operated business and handles them in differentiated ways, among which the products with high usage value, such as those in nearly brand new condition, quasi-new products, and products in 90% new condition, will be sold as second-hand goods.
- For more specific measures, please refer to [the Waste Management section](#).

Distribution centers and stores

- We gradually optimize the lighting control systems in all stores to reduce energy consumption through smart lighting.
- We implement packaging carbon reduction measures, with environmentally friendly packaging bags covering **100%** of 7FRESH stores.
- JD on-demand delivery uses only two-wheeled electric vehicles as delivery tools, significantly reducing the potential pollution from fuel-based delivery.

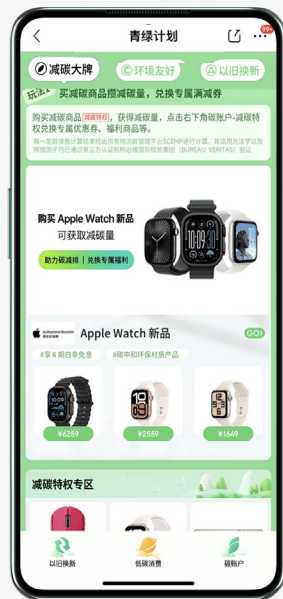
Logistics transportation

- In warehouse operations, we implemented refined inventory management strategies, leveraging big data analysis and intelligent forecasting systems to a reduced overstocking and frequent replenishment, thereby minimizing transportation frequency and energy consumption.
- We upgraded warehouse equipment by converting all forklift power sources to electric.
- According to the industry standard *Requirements and Evaluation for Green Warehousing (SB/T 11164-2016)* on-site evaluation, as of the end of the reporting period, JD Logistics has had **10** parks awarded the "Green Warehouse" Identification, including **5** first-level (three-star) green warehouses and **5** second-level (two-star) green warehouses.
- JD.com continues to promote the use of new energy vehicles in multiple cities. As of the end of the reporting period, **over 10,000** self-operated new energy vehicles have been invested in trunk and terminal transportation, among which dozens of hydrogen-powered heavy-duty logistics trucks can reduce carbon emissions by nearly 1,000 tonnes of carbon dioxide each year. The hydrogen energy vehicle transportation routes total **64**, covering areas such as Beijing-Tianjin-Hebei. It is the first logistics company in the industry to scale up the use of hydrogen energy trucks, reducing diesel consumption by approximately 600,000 liters annually.
- By implementing measures such as controlling residual oil, optimizing flight routes, enhancing flight operations, reducing aircraft weight, and using ground electricity instead of engine power, the fuel consumption of JD Logistics' fleet is currently about 2.35 tonnes per hour, which is lower than the industry average for the same aircraft type (2.4-2.6 tonnes per hour).
- For more specific measures, please refer to [the Green Transportation and Warehousing section](#).



"Green Impact Initiative" Upgraded in 2024 to Support Sustainable Consumption

JD actively advocates for green consumption, encouraging consumers to choose low-carbon and environmentally friendly products and services. JD launched the "Green Impact Initiative" with over 100 Fortune 500 companies in 2022, and fully upgraded its environmentally conscious product system and launched a new product system aligned with China's Carbon Inclusive Project in 2024.



Screenshot of "Green Impact Initiative"

Under its environmentally conscious product system, the "Green Impact Initiative" categorizes environmentally friendly products according to low-carbon friendly, sustainable raw materials, sustainable packaging, green design, waste reduction, organic farming, and green travel, helping consumers better identify the environmental attributes of products through the screening of over 40 domestic and international certification standards. Consumers who purchase environmentally conscious products will receive green credits to redeem rewards. On Earth Day 2024, the initiative launched a plastic reduction initiative in partnership with brands like Samsung, Purcotton, Milk Deluxe, OMO, Comfort, and Yoyi C.



The "Green Impact Initiative" Activities on the World Earth Day

In 2024,

the "Green Impact Initiative" had generated a total of about

100 million

green carbon reduction orders

with the highest single order reducing carbon emissions by

6,390 grams

equivalent to a 10-watt LED lamp being lit for

1,425 hours

Under its carbon-inclusive product system, every order will have its carbon reduction in the transportation process calculated through JD Logistics' "Jingtanhui" (SCEMP²⁶), and consumers can use the carbon reduction credits from this order to redeem various exclusive consumption rights, such as near-expiry products, exclusive coupons, exclusive subsidized products, etc. In 2024, the "Green Impact Initiative" had generated a total of about 100 million carbon reduction orders, with the highest single order reducing carbon emissions by 6,390 grams²⁷, which is equivalent to a 10-watt LED lamp being lit for 1,425 hours. By innovatively introducing the consumer carbon account mechanism, the "Green Impact Initiative" has elevated the value transformation of the public's low-carbon consumption behavior with digital means, and thus promoted the development of China's carbon credit system.



Carbon Reduction Credits Can Be Used to Redeem Exclusive Consumption Rights

²⁶ SCEMPS is a supply chain carbon management platform developed by JD Logistics based on its self-developed digital carbon reduction technology for warehousing and transportation carbon footprint monitoring, reporting, verification and tracking (MRV-T) in the logistics industry.

²⁷ The order took place in Guangdong and was calculated using the carbon dioxide emission factor of 0.4403kgCO₂/kWh for the Guangdong region based on the 2022 provincial average carbon dioxide emission factor for electricity in the Announcement on the Release of Electricity Carbon Dioxide Emission Factors in 2022 issued by the Ministry of Ecology and Environment and the National Bureau of Statistics.

Biodiversity and Forest Protection

JD.com integrates biodiversity and forest protection throughout the entire process of development and operation. The Group adheres to the United Nations Sustainable Development Goals (UNSDGs), the Kunming-Montreal Global Biodiversity Framework of the Convention on Biological Diversity (CBD), the Land Protection Law of the People's Republic of China and other biodiversity-related documents. The Group actively carries out the work of biodiversity protection, and actively communicates with stakeholders such as suppliers, governments, and partners on biodiversity issues. The Group commits to avoiding development in World Heritage sites and International Union for Conservation of Nature (IUCN) Category I-IV protected areas and supervises suppliers and partners to prevent operational activities in important biodiversity locations.

In terms of forest protection, the Group strictly complies with the Forest Law of the People's Republic of China and relevant environmental protection regulations and is dedicated to implementing forest protection policies across all business areas, prohibiting all forms of illegal logging to ensure sustainable use of forest resources.

The Group ensures the minimization of ecological impacts during operations through risk assessments, greening configurations, and green construction practices. We actively seek input from local residents before and during project development to ensure that environmental measures are in line with community expectations.



Biodiversity risk assessment

Referencing the Kunming-Montreal Global Biodiversity Framework and biodiversity data provided by the Global Biodiversity Information Facility (GBIF), we assess the biodiversity risks faced by the Group's operational locations and surrounding environments based on geographical location and integrate biodiversity risk and impact management into the Group's risk management processes.

- We conduct environmental impact assessments before the construction of projects with potential environmental impacts, analyzing key biodiversity elements such as habitats for flora and fauna and ecological red lines and assessing the potential impacts of development activities on ecological habitats, such as water source protection areas, soil environments, and endangered species. Based on the assessment results, we timely improve and adjust plans and formulate biodiversity conservation measures to ensure sustainable development.

Reasonable greening design

Under the guidance of relevant guidelines such as the Code for the *Design of Public Park (GB 51992-2016)*, JD.com focuses on scientifically conducting plant planting and landscape design to provide food, shelter, breeding, and habitat space, enhancing the richness of surrounding species.

- We follow the principle of site-appropriate planting, prioritizing plants that are suitable for local soil and climate conditions to ensure their ecological growth environment.
- We reasonably match different types and forms of plants, using layered planting and natural grouping configurations to create multi-level garden ecological communities.
- We actively recognize and adopt urban public green spaces, investing to improve urban natural spaces and providing protection for animal, plant, and microbial communities in the city.

Green construction

We practice the principles of green construction and take the following measures to reduce environmental impact:

- We implement closed construction and use green ecological nets to reduce dust and prevent smog.
- We strictly manage construction site waste and domestic garbage.
- We require construction site vehicles to meet emission standards.
- We set up rooftop greening and green areas around the construction site.

03

Better Life

JD.com adheres to the mission of "Making Lives Better through Technology" to improve the quality of life for employees and enhance the overall welfare of society. We promote technological openness and ecological cooperation, facilitate technological progress and industrial upgrading across the industry, and jointly create a smart, green, and harmonious future.

45 Annual Key Performance

46 Human Orientation

57 Sustainable Supply Chain

61 Serving Consumers

65 Giving Back to Communities



Annual Key Performance

Better Life

In the past three years, JD.com has provided **over 50,000** job positions for students, encompassing over **300** types of positions

The employee training coverage reached **100%**, with an average training duration per employee of **41.0 hours**

By the end of the reporting period, over **6,500** employees of JD.com had enrolled in degree certification programs, and more than **3,000** had obtained academic certificates. JD.com had provided over **RMB 1.8 million** in graduation incentives to employees.

Annual employee satisfaction score: **4.58** (out of 5)



JD.com's Customer Service "Life Passage" Project had prevented **834 cases** with suicidal attempts, with **160 cases** prevented in 2024 alone

Product recall incidents due to health and safety issues for JD.com's private brands: **0**

Suppliers managed by the Procurement and Cost Management Department covered in sustainable supply chain management online training: **2,150**



In 2010, JD.com established the "Employee Relief Fund." In the past decade, the fund has invested over **RMB 157 million**



In 2024, JD Foundation donated: over **RMB 68.97 million**



The third "Agricultural Specialties Shopping Festival" had cumulatively invested **RMB 1.5 billion**, in cash subsidies and traffic resources, supporting the high-quality development of over **2,000** agricultural specialty industrial belts.

Students directly benefited from the "Starlight Transmission" in 2024: Approximately **4,000**



3.1 Human Orientation



JD.com continues to explore and implement more humane and forward-looking employee rights protection programs, actively implements China's deployment requirements for deepening the reform in building the teams of industrial workers, establishes a fair, transparent, and competitive salary and benefits system, constructs a multi-dimensional training and development path, and provides employees with a platform and conditions to participate in democratic management of the enterprise and carry out innovation and creation, creating a better and healthier working environment for employees.

Quality Employment Promotion

We leverage our supply chain technology and service advantages to drive high-quality employment in society through innovation and responsibility, building a more inclusive and sustainable employment ecosystem. We radiate and promote social employment through the collaborative effects of the industrial chain, establishing a nationwide warehousing and logistics network covering urban and rural areas, providing a large number of localized job opportunities for the sinking market, and supporting rural revitalization and regional economic balance. Relying on the e-commerce ecosystem, we support the development of new professions such as "live streaming sales" and "store operations," providing e-commerce operation and live streaming skills training for rural workers, people with disabilities, and other groups, helping small businesses and individual entrepreneurs achieve digital employment transformation.

In addition, we offer highly competitive salaries, a comprehensive benefits system, and clear career development paths for college graduates, facilitating the rapid growth of young talent. In the past three years, JD.com has provided over 50,000 job positions for students, covering various business sectors such as retail, logistics, health, property, private brands, and international trade, encompassing more than 300 types of positions to meet the career development needs of graduates from different professional backgrounds. During the reporting period, JD.com launched the largest campus recruitment in history, opening a total of 18,000 job positions, and providing employment opportunities for a large number of graduates. In the future, JD.com will continue to create practical and employment opportunities for college students and graduates, empowering youth career development.

JD.com Topped the "China Top 500 Private Enterprises" List for the Third Straight Year

As a new type of entity enterprise that combines the genes and attributes of a physical business with digital technology and capabilities, JD.com is rooted in the real economy, has grown within it, and serves it. In October 2024, the All-China Federation of Industry and Commerce released the list of the 2024 Top 500 Private Enterprises in China. JD.com ranked first for the third consecutive year due to its outstanding business results, long-term social contributions, and remarkable efforts in promoting high-quality employment. In the future, JD.com will uphold its corporate mission of "Making Lives Better through Technology," and create greater social value and impact across multiple dimensions, including promoting high-quality employment, supporting rural revitalization, and engaging in social welfare.



"China Top 500 Private Enterprises" Certificate

During the reporting period

Number of JD.com's frontline employees over

400,000

The proportion of frontline employees coming from rural areas is

80%

Number of JD.com's employees with disabilities

4,522

Number of JD.com's employees from ethnic minorities

37,553



Employee Compensation and Incentives

JD.com has established a compensation structure consisting of fixed salaries and short-, medium-, and long-term incentives. All employees are subject to a variable compensation mechanism centered on performance contributions, comprehensively considering multiple dimensions such as job characteristics, business capabilities, and compliance performance, aligning employee compensation with job value, personal abilities, and performance. Based on the nature of different positions, we incorporate differentiated sustainable development indicators into the incentive system, providing eligible employees with stock incentives, and sharing the fruits of development with them.

Under the guidance of the Big Boss strategy, business units are oriented towards "putting results first" and implement the performance incentive plan of performance-related commission for the Boss. On the basis of fully authorizing the Boss, we regulate the principles and bottom lines for the distribution of performance incentive bonuses, and highlight the distribution reference element of "prioritizing the employees' performance and contribution to value creation" to ensure that the distribution results are reasonable. We strictly adhere to national laws and regulations as well as the relevant local provisions, paying attention to overall compensation levels and conducting in-depth assessments of the living standards and wage benchmarks for employees in different regions, providing salaries that exceed the local minimum wage to ensure that employees' wages adequately meet their basic living needs such as food and clothing.

Over the past three years, JD.com has consistently increased employee compensation and continuously raised salary levels.

- **From July 1, 2021, to July 1, 2023**, JD.com gradually raised the average annual salary of employees from 14 months' salary to 16 months' salary over a period of two years.
- **Since January 1, 2024**, the annual fixed salary of frontline personnel in procurement and sales at JD.com has increased by nearly 100%, and the average salary increase for all JD Retail employees at the beginning of 2024 was no less than 20%.
- **Since February 1, 2024**, over 20,000 frontline customer service employees at JD.com have seen their average annual salary increase by more than 30%.
- **Since July 1, 2024**, the annual fixed salary for JD.com's procurement and sales personnel has been increased from 16 month's salary to 20 month's salary over a period of one and a half years.
- **Since October 1, 2024**, JD Retail Group and its functional system will achieve 20 months' salary over a two-year period, and other departments will subsequently launch salary increase plans.

We adhere to the performance management orientation of "Results First" and have developed a scientific, efficient, systematic and flexible multi-dimensional performance evaluation mechanism to help employees set challenging goals around creating value for customers, set quarterly, semi-annual and annual assessment cycles according to the nature of the position, comprehensively evaluate the performance of employees and their teams, and comprehensively and objectively measure the work contribution and performance of employees. In order to improve the efficiency and scientificity of performance management, Employees in management positions maintain close communication and collaboration with employees, provide them with more targeted guidance and support, and help employees achieve their personal growth and goals.



JD.com's Performance Evaluation System

Comprehensive Salary Increase for 2025 Campus Recruitment Positions of JD.com

In September 2024, JD.com announced a comprehensive salary increase for its 2025 campus recruitment positions, with core roles in procurement and sales, technology, and product management seeing salary increases of no less than 20%. For campus recruits joining "JD.com Procurement and Sales," the annual salary structure can reach up to 20 months' salary, with year-end bonuses as high as eight times the monthly salary, along with a Big Boss incentive mechanism that provides additional rewards based on employee performance without any upper limit. In R&D positions, the average starting salary increase for algorithm roles exceeds 75%, while starting salaries for hardware and design positions increase by over 50%, providing young talent with a broad platform for growth and limitless career possibilities.

Employee Training and Development

JD.com has established a systematic training system and diverse training methods, setting clear promotion paths and fair evaluation standards to help enhance employees' overall quality and professional capabilities, achieving mutual growth for individuals and the Group.

Optimizing the Talent Development System

JD.com has always attached great importance to and focused on the career development and professional improvement of employees, gradually developing growth maps for various professional sequences to provide employees with clear and explicit development direction and growth paths.

We continuously optimize and innovate the talent promotion system, breaking the traditional constraints of promotion nominations, and fully empowering employees in management positions to nominate outstanding employees. Managers can recommend promotion candidates based on employee's contribution to the results and ability potential, and make evaluation decisions in various ways. We also expand the coverage of promotion materials and announcements, strengthening the seriousness and professionalism of the promotion process, and ensuring the scientific and democratic nature of promotion decisions.

In 2024, we further upgraded the employee vitality management approach to provide more secure mobility mechanisms for high-performing contributors, and encourage contributors with outstanding performance and who continuously strive to find and choose long-term career opportunities within the Group that align with their professional abilities and personal interests.

External recruitment and internal talent selection

- Using assessment tools such as cognitive ability and personality traits, we help the Group select candidates whose values and motivational traits align more closely with the corporate culture and long-term development.



Talent Assessment Mechanism

Appointment to the management position

- Using a 360-degree questionnaire and survey approach, we comprehensively assess managers' capabilities, qualities, values, and other dimensions to ensure candidates' job competency.



Diversified Talent Training

JD.com has established a talent development model that covers the entire career cycle and integrates multiple dimensions. We offer comprehensive and systematic training programs for all full-time and part-time employees, covering professional ethics, leadership, expertise, job-specific skills, and digital capabilities. This all-round approach empowers employees to maximize their personal value and provides strong talent support to meet the dual challenges of a low-carbon economy and digital transformation. We provide cross-cultural reminders and publicity for our dispatched employees as necessary.

Leadership Skills

- For the mission of inheriting corporate culture, promoting team growth, and creating outstanding performance for JD.com managers, we offer leadership training programs such as the Pengyuan Class and the Xiongdiao Class. These programs combine various training methods including online learning, offline training, case studies, and hot topic discussions to share practical management experiences and comprehensively enhance managers' work philosophy, leadership skills, and self-efficacy.

Digitalization Capabilities

- We offer over 3,000 online courses on digital platforms and system applications to all employees, ensuring the standardized use of digital tools and systems. In 2024, these training programs recorded over 1.5 million enrollments.

General Competencies

- Through the JDX series of courses such as JDTalk (Perception - Innovation-Change), as well as the CareerUp JD.com professionalism series: Reshape Your Career Mindset with a Canvas, Structured Thinking, Seven "Stars" Linked by a "String" - Systematic Problem Solving Mind Training, we enhance employees' general workplace competencies in cognition, communication, and efficiency.

Next Generation of Professionals

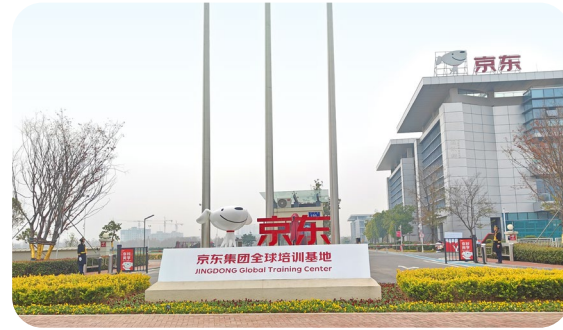
- We assign professional mentors to all campus recruits to help new graduates integrate into JD.com's culture, adapt to workplace roles, and improve their professional skills.
- At the Group level, we conduct open recruitment activities for all new graduates to select high-performing and high-potential employees to participate in the "Rising Wave" program, which includes a special training program.
- Learning camps are organized by professional sequences or administrative departments to regularly hold growth and development activities for new graduates.

Professional Development

- By establishing professional channel committees in technology, product, and functional areas, we develop and implement professional skills training courses.

JD.com's Training System

In 2024, JINGDONG Global Learning Center was officially put into operation in the Luomahu National Tourism Resort in Suqian, Jiangsu Province. Relying on a multi-dimensional experiential training mechanism, it integrates physical training, offline cultural check-ins, business visits, and exchanges with senior management, outstanding long-term employees, and business experts. This comprehensive approach supports the training and development of JD.com's staff across various business sectors, becoming an important platform for the inheritance of JD.com's culture and talent cultivation. During the reporting period, the average training and development investment per employee of the Group was RMB 108.8.



"Xiongdiao Class" - Special Leadership Training for Employees Newly Promoted to Management Position

To quickly enhance the leadership capabilities of new managers, we regularly conduct the "Xiongdiao Class" special leadership training program through offline training sessions and targeted invitations. Participants can share and absorb practical management experiences while receiving professional guidance and answers from senior mentors, effectively supporting the rapid growth of new managers and building a solid management reserve for JD.com's long-term development.

In 2024, we held a total of 28 sessions of the "Xiongdiao Class" training, covering 1,752 new managers, with a participant satisfaction score of 4.9. This has become a key empowerment platform for JD.com managers transitioning from "professional experts" to "team leaders."

New Version of the New Employee Training Program Supports Efficient Integration and Career Growth

To help new employees quickly integrate into the company culture and enhance their career adaptability, JD.com launched a new version of its New Employee Training Program in April 2024. This program adopts a "training upon joining" model, where trainees will undergo a one-week offline intensive training session at the Suqian training base. The curriculum covers aspects such as company culture, career transitions, and professional development, supplemented by practical activities like team-building, physical training, and site visits. A total of about 40 training sessions were delivered throughout the year, serving approximately 13,000 new employees, achieving scalable and standardized training delivery. After the implementation of the new training program, the voluntary resignation rate of new employees during the first quarter of employment has decreased by 4% compared to historical data, with more than 95% of employees rating the program a perfect score of 5 (out of 5).

During the reporting period

The employee training coverage reached

100%

Total hours of employee training were

23,387,101.0 hours

Average training duration per employee was

41.0 hours



In addition, JD.com provides continuing education opportunities for all active employees (including all full-time employees, part-time employees, and contractor employees) and their families, encouraging and empowering employees to enhance their professional skills and obtain authoritative certifications, helping them broaden their knowledge areas. Employees who meet the school's requirements can enroll in the "I'm Attending College at JD.com," "I'm Pursuing a Master's Degree at JD.com," and "I'm Pursuing a Doctoral Degree at JD.com" degree certification programs, enjoying a rich and diverse range of learning resources to deeply enhance their professional skills and comprehensive abilities. By the end of the reporting period, over 6,500 employees of JD.com had enrolled in these programs, and more than 3,000 had obtained academic certificates. JD.com had provided over RMB 1.8 million in graduation incentives to employees.

I'm Attending College at JD.com

- Partnered with the Open University of China to offer associate degree programs for individuals with a high school equivalent education, as well as top-up programs from associate to bachelor's degree
- Collaborated with Beijing Foreign Studies University on top-up bachelor's degree programs

I'm Pursuing a Master's Degree at JD.com

- Worked with Renmin University of China (RUC) to offer in-service master's degree programs, and joined hands with the Sunshine Integrity Alliance to add law-related majors for enrollment during the reporting period

I'm Pursuing a Doctoral Degree at JD.com

- Partnered with the RUC Talent Program to recruit doctoral candidates from among in-service employees

JD.com Degree Certification Programs



Employee Rights and Care

JD.com fully guarantees employee rights, builds an equal, open, and efficient communication platform, establishes a comprehensive employee care and support mechanism, and enhances employee happiness and sense of belonging.

Protection of Employees' Rights and Interests

JD.com has established a diverse and inclusive employee rights protection system. The Trade Union Labor Law Supervision Committee, which is composed of the Group's trade union, legal advisers of the trade union, employee relations experts, and front-line employee representatives, formulates and implements relevant solutions to problems that violate the trade union labor laws in the field of employment and labor relations, proactively reminds and supervises the correction of violations, and strengthens the protection of employee rights and interests from the mechanism and organizational levels.

We eliminate any form of child labor and forced labor, and firmly oppose and prohibit any form of discrimination, harassment, or misconduct based on gender, age, ethnicity, region, religion, or physical condition. We also require suppliers and partners to comply with laws, regulations, and provisions related to employee rights. In the recruitment and hiring process, we adhere to the principles of open and fair recruitment for employees, strictly verifying the authenticity and validity of the information of prospective hires, ensuring that hired personnel are at least 16 years old and meet the employment conditions, such as the requirements of the Sunshine Integrity Alliance list. Should any violation of these standards be detected, JD.com will promptly launch an investigation, enact corrective actions, and handle the matter with the utmost seriousness in line with legal regulations and related policies.

JD.com has established a scientifically defined maximum limit for employees' weekly working hours in light of actual operational circumstances and reasonably controls total working time. Multiple effective measures are implemented to reduce overtime and extra working hours. For employees whose working time exceeds the maximum limit, timely reminders and interventions are provided, and overtime wages are paid.

In addition, we regularly assess gender pay disparities among employees, implementing the principle of equal pay for equal work, and collaboratively building a fair, inclusive, harmonious, and pleasant working atmosphere with our employees. In 2024, JD.com had no incidents of employment discrimination, child labor, or forced labor.



JD.com Co-hosted the Third Seminar on the Protection of Workers' Rights in New Employment Forms

In 2024, JD.com, together with the Beijing Federation of Trade Unions and the Beijing Economic-Technological Development Area Federation of Trade Unions, held the Third Seminar on the Protection of Workers' Rights in New Employment Forms. The seminar adopted various formats such as keynote speeches and roundtable discussions, focusing on workers in new forms of employment such as couriers. It featured in-depth discussions on the protection of the rights and interests of workers in emerging employment models, aiming to support the industry's standardized development and the comprehensive protection of workers' rights.



We continuously improve democratic management and collective negotiation mechanisms, formulate and promote the signing of the JD.com Collective Contract, respect employees' freedom of association and collective negotiation rights, and hold regular Staff Representative Meetings every year to ensure that employees legally enjoy their democratic rights, including the right to know, participate, express, and supervise. In 2024, we held three Staff Representative Meetings, with nearly 300 employee representatives participating, to discuss and review six systems and matters related to employee interests, covering working conditions, production safety, employee handbook, and Housing Security Fund.

As of the end of the reporting period

The percentage of employees signing the JD.com Collective Contract is

100%²⁸



²⁸ The data has excluded Deppon and Kuayue-Express.

JD.com has set up 400 employee service hotline, bigear@jd.com, employee feedback columns, and other channels to receive complaints and reports, and continuously improve the principles, time limits, division of labor, and processes for handling violations, to ensure that dedicated personnel respond quickly and handle complaints objectively and neutrally, and impose corresponding penalties on violators based on the severity of the violations. To create a harmonious and equal working environment, we organize annual training on workplace sexual harassment, which provides in-depth explanations of the behavioral characteristics, specific manifestations of workplace sexual harassment, and the actions employees should take when encountering such incidents to protect their own and others' legal rights.

Launch a reference manual for handling complaint cases

Consolidate excellent case-handling experiences

Establish a 24-hour response mechanism to improve the timeliness of complaint handling

Designate personnel for quick response, follow-up, and closed-loop management to resolve customer issues promptly

Optimization Dimensions of the Complaint Handling Mechanism in 2024

In addition, we assess potential human rights risks across the Group and take corresponding risk mitigation and remedial actions. During the reporting period, we conducted evaluations for all employees, focusing on dimensions such as equal pay for equal work, freedom of association, child labor, forced labor, harassment, and discrimination. For personnel who violate relevant requirements, we implement multiple remedial measures, including apologies from the involved individuals, demotions, dismissals, and cancellation of granted equity and restricted stock, to firmly uphold human rights principles. For behaviors suspected of being illegal or criminal, we transfer the involved personnel to judicial authorities for handling in accordance with the law, and provide humanitarian care and psychological counseling to the victims to alleviate their psychological burden and harm.

Employee Communication and Interaction

JD.com has established four mechanisms: online expression of demands, offline visits and research, resolution of difficulties, and mediation of labor disputes. Relying on diverse communication channels such as the trade union hotline, bigear@jd.com, employee forums, staff groups, and complaint emails, we collect and efficiently respond to employee feedback and issues, effectively enhancing interaction and communication with employees, and further consolidating harmonious and stable labor relations. In addition, JD.com has built the Logistics Voice MOV system to

ensure timely supervision of the entire online feedback and demand process and has established a dedicated team to continuously follow up on issues raised by frontline employees regarding work processes and income treatment, regularly reviewing and optimizing these issues. During the reporting period, we upgraded the employee forum to a real-name system to promote a more open and transparent communication atmosphere, further deepening the organizational culture of "simplicity, transparency, and mutual trust."

Respond within 24 hours

Closed-loop solution within three working days

Resolve complex incidents within 7 working days

To gain a comprehensive understanding of employees' work experiences and needs, we conduct a quarterly satisfaction survey for all employees through an online questionnaire. The survey covers multiple dimensions, including employees' sense of work happiness, recognition of work value, work pressure, and concerns, providing strong support for formulating more humane and systematic management strategies. In 2024, we conducted satisfaction surveys for office and frontline employees, and the annual survey result was 4.58.

Employee Feedback and Problem Handling Mechanism

For JD.com office employees

- Strategic objectives
- System and process
- Cultural atmosphere
- Employee vitality
- Structural responsibilities
- Support and tools
- Management personnel
- Talent development
- Compensation and incentives
- Employee dedication

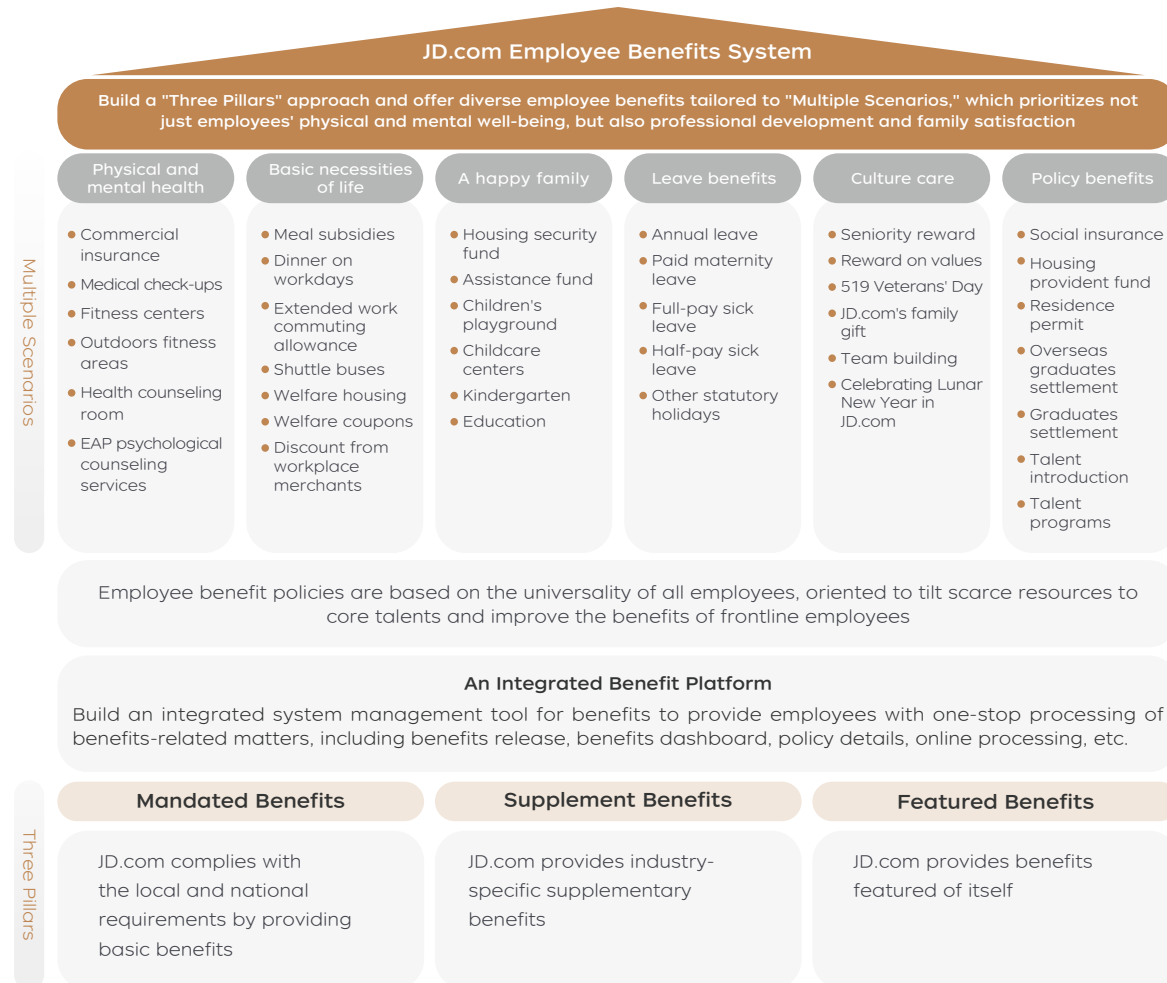
For frontline logistics employees (excluding Kuayue-Express, Deppon, and international logistics)

- Work standards
- Personal development
- Management team
- Employee dedication
- Equipment environment
- Compensation and incentives
- Cultural atmosphere

Satisfaction Evaluation Criteria of Different Position Sequences in JD.com

Employee Benefits and Care

JD.com implements a non-salary benefits system based on the universality of all employees, oriented to tilt scarce resources to core talents and improve the benefits of frontline employees. We have established a service system covering six scenarios: physical and mental health, basic necessities of life, a happy family, leave benefits, culture care, and policy benefits. We provide various welfare leave options, including statutory holidays, annual leave, maternity leave, paternity leave, breastfeeding leave, and parent-teacher meeting leave specifically for employees with children, ensuring that employees can have ample rest and companionship during important times. In addition, we deeply understand and respect the personalized needs of employees, offering flexible and humane work models such as irregular working hours, working from home based on actual circumstances.



JD.com Employee Benefits System of "Three Pillars and Multiple Scenarios"

In 2024, JD.com's total human resources expenditure (including both our own employees and external personnel) is

RMB 116.1 billion

To fully protect the rights and welfare of female employees, we adhere to national laws and regulations as well as local provisions, ensuring that employees on maternity leave receive a minimum of 158 days of leave, with appropriate salary and benefits during the period of maternity leave. Fathers are eligible for at least 10-30 days of paternity leave, supported by appropriate documentation. Employees with childcare duties have 5-10 days of parenting leave each year. For employees during pregnancy and maternity, we provide exclusive workplace conveniences such as baby-care rooms, dedicated employee badges, and dedicated parking spots to create a warmer and more convenient working environment. In 2024, we installed safety seats on all shuttle buses in Beijing, providing a comfortable and safe travel experience for employees during pregnancy and maternity.

- Tailor-made annual physical examination plan for female employees based on age, marital status, etc.
- Additional commercial maternity insurance with a coverage of RMB 5,000
- Baby rooms equipped with sofas, refrigerators, lockers and other facilities
- Childcare center and children's playground at JD.com headquarters
- Expecting mothers enjoy rights such as priority queuing and parking
- Various convenient services and facilities, such as hair dryers, sanitary napkins, and special seats for expecting mothers on shuttle buses

JD.com's Benefit System for Female Employees



Employee Care Activities under Multiple Scenarios

• The Frontline Employee Day

In 2024, JD.com commemorated its ninth annual "Frontline Employee Day" with a series of cultural care activities, including managers visiting frontline staff, a fun sports meeting, and a family open day. They provided family gift packages, issued honor plaques to family members of frontline employees, and offered training opportunities as care and growth benefits to express support and concern for frontline employees.

• JD.com's Family Gift

In 2024, JD.com collaborated with the Sanxingdui Museum to create the latest series of JD.com's Family Gift, thoughtfully integrating the museum's treasures into items such as DOGA family dolls, travel mugs, and gift box packaging. The gift boxes are made from environmentally friendly materials, combining aesthetics and practicality, while conveying deep respect for traditional culture.

As of the end of the reporting period, JD.com has cooperated with many well-known museums such as the Palace Museum, Dunhuang Museum, Suzhou Museum, and Shaanxi History Museum to jointly launch the JD.com's Family Gift series with cultural characteristics, combining traditional culture with modern life. Promote the inheritance and development of traditional culture innovatively.



SNOW - BRONZE BIRD



MAX - BRONZE TURNED HEAD KNEELING FIGURE



YUMMY - BRONZE MASK WITH PROTRUDING EYES AND TRUNK



BLINK - BRONZE BEAST-FACE MASK&POTTERY PIG



JOY - BRONZE STANDING FIGURE



CHILL - The BRONZE MYTHICAL TREE NO.1

JD.com Blended the DOGA Family Doll Characters with the Cultural Relics of Sanxingdui in Design

Empowering Employees for Well-being and Family Happiness

• JD.com Youth City

As of the end of the reporting period, the first phase of the "JD.com Youth City" project has been topped out. Once completed, it will provide nearly 4,000 ready move-in apartments for employees.

• Housing Security Fund

As of the end of the reporting period, the proportion of frontline employees among the applicants for the Housing Security Fund project of JD.com reached up 70%, marking a notable rise from previous figures.

• Employee Relief Fund

In 2010, JD.com established the "Employee Relief Fund," specializing in relieving the urgent needs of employees in the event of sudden Relief or illnesses, providing them with a safety net through assistance funds. Over the years, this welfare program has been continuously refined. In the past decade, the fund has invested over RMB 157 million²⁹, providing assistance to thousands of JD.com employees.

• "New Year in JD.com"

Since 2014, JD.com has carried out the welfare of "New Year in JD.com" for 12 consecutive years, providing frontline logistics employees with legal overtime pay, subsidy for children's Spring Festival reunion and Spring Festival red envelopes, as well as a series of cultural care activities.

Employee Relief Fund: Sustaining Lives, Spreading JD.com's Warmth

In 2021, Yang Lu, an employee in the bulk item warehouse of JD Logistics in Shanghai, was diagnosed with myelodysplastic syndrome (MDS)



during the annual physical examination organized by the Group, and urgently needed bone marrow matching and a transplant. The high medical costs plunged his family into financial distress. Upon learning of his condition and financial difficulties during his hospitalization, Yang's supervisor informed him about JD.com's Employee Relief Fund and assisted him in applying for the benefit. A relief grant of RMB 520,000 was swiftly disbursed to him, not only alleviating his immediate financial burden but also giving him the courage to persevere during the treatment.

"New Year in JD.com": Making Reunion Easier

During the 2024 Spring Festival, Shao Quan, a courier in Beijing, spent the festival with his family



from Zhoukou, Henan, in Beijing for the third consecutive year. The annual subsidy for children's Spring Festival reunion of RMB 3,500 not only alleviated his family's financial burden but also allowed him to feel the warmth of home while working busily in Beijing.

²⁹ The statistics are as of April 2025.

In addition, we are fully committed to balancing employees' work and life through various activities such as food festivals, family days, and sports seasons, promoting employees' physical and mental health, enhancing communication and cooperation among employees, and increasing their sense of belonging and happiness.

A Sense of Belonging on the Tip of the Tongue: Making Food a Cultural Bond

JD.com Canteen Food Festival: A Feast of Food and Interaction

In 2024, we held two JD.com Canteen Food Festival events, featuring a night market, flash sales of dishes, and 1v1 cooking classes, attracting 32,000 participants for interaction, with an employee satisfaction score of 4.9 out of 5, providing employees with a rich variety of food options.



Food Festival Activities

Chef King Competition: A Collision of Culinary Skills and Creativity

We organized the first "Chef King Competition" to select outstanding chefs and the most popular dishes, such as lightly roasted chicken, mixed noodles with the chicken frame, numbing and spicy pot, Shandong-style meat shreds, and Wellington steak, showcasing the high level of culinary skills at JD.com's canteen, while also ensuring that employees "eat well and enjoy their meals," embedding employee care into daily dining services.

Hometown Flavors Stirring Emotional Resonance

To allow employees to taste the flavors of their hometowns, we launched a hometown/city flavor-themed event, introducing eight new stalls in the headquarters' various workplace canteens, covering specialty foods from provinces such as Hubei, Henan, and Guizhou, offering over 120 dishes with local characteristics. During the event, the monthly service attendance at the JD.com canteen reached 50,000, with the average number of diners increasing by 68% compared to before the adjustments, winning the love and recognition of a wide range of employees.

A Vibrant Workplace: Comprehensive Empowerment from Body to Mind

JD.com Sports Season

In August 2024, we held a sports season event covering five major competitions: basketball, football, badminton, swimming, and table tennis, attracting 1,588 employees to sign up and participate, and added a variety of online activities.



JD.com Sports Season Activities

JD.com Family Day Event

In November 2024, we organized a JD.com Family Day event, offering family members an in-depth understanding of JD.com's workplace facilities and the Group's development history, and set interactive activities such as parent-child games and talent shows, attracting nearly 200 families and over 700 employee family members.



JD.com Family Day Activities

Employee Health Day Activities

We held the first Employee Health Day themed "Vibrant Spring, Healthy Living" to raise employees' health awareness.



Employee Health Day

Occupational Health and Safety

JD.com prioritizes safe and healthy working conditions, strictly adhering to domestic and international Occupational Health and Safety(OHS) laws, regulations, and standards. Based on internal circumstances and typical cases, JD.com has established OHS-related systems applicable to all employees and partners such as suppliers, incorporating employee representative suggestions to regularly optimize the internal management system.

To ensure the effective implementation of OHS management, we have established the Occupational Health and Safety (OHS) Committee as the highest management body for OHS and regularly report the progress and results of OHS management to the Board of Directors. The OHS Committee is chaired by the Group's Chief Human Resources Officer (CHO), with the Chief Executive Officers (CEOs) of each business unit serving as committee representatives. It also has an occupational health and safety working group and special executive groups for each business unit, building a multi-level occupational health and safety organizational structure. The OHS Committee coordinates and decides on the strategic planning and priorities for occupational health and safety, guiding each business line to set specific and measurable health and safety goals based on their characteristics and actual needs. It regularly assesses the completion of these goals and incorporates them into the performance evaluation system of relevant management personnel to ensure effective execution and implementation.

In addition, we identify typical contributing factors through case accumulation and data analysis, collaborating with responsible departments to continuously upgrade and improve. We also introduce occupational health and safety standards and requirements in the procurement process and contracts to promote a safer and healthier direction for the entire supply chain ecosystem. To ensure the effectiveness and scientificity of the OHS management system, we continue to promote each business segment to obtain OHS-related certifications to jointly improve the overall health and safety management level. By the end of the reporting period, JD Retail and JD Industrials obtained the ISO 45001 Occupational Health and Safety Management System Certification.

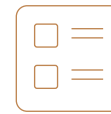


JD Retail's Occupational Health and Safety Management System Certification

To comprehensively enhance emergency response efficiency and employee safety assurance levels, JD.com has formed a special emergency rescue team, specifically developing comprehensive and specialized emergency plans for safety incidents, clearly defining the emergency responsibilities and handling processes for employees at all levels. We regularly conduct safety risk identification and safety inspections, checking workplace equipment and facilities as well as factors that may lead to employee insecurity. We assess the severity of safety issues and categorize them into different levels, and have launched corresponding solutions such as the Emergent Incident Handling Guidelines, achieving risk prevention through standardized handling actions. If on-site personnel or the responsible party for an incident discovers a production safety accident, they must immediately report it to the head of the responsible unit and simultaneously activate the emergency response mechanism to quickly and effectively control the situation, minimizing potential injuries and losses from the accident.

Standardized processing actions

Adopt standardized operating procedures to proactively identify and mitigate risks, ensuring a rapid and efficient response in the event of emergencies.



Risk monitoring program

Timely identify risk scenarios through proactive monitoring, analyze and document typical cases, and continuously identify potential hazards and areas for improvement in operational processes and daily management.



Employee safety management in natural disasters

Review the current state of employee safety management during sudden natural disaster scenarios, and identify and address internal gaps in safety management to ensure business continuity.



Health and Safety Management System



During our production and operations, we provided targeted personal protective equipment and safety facilities for production equipment based on the nature of different positions, aiming to reduce the likelihood of accidents and create a safer working environment. To enhance employees' health and safety awareness and skills, we regularly organized dedicated safety training sessions and drills that combine theoretical knowledge with practical exercises, helping employees develop a deep understanding of the importance of safety and acquire essential safety knowledge. In 2024, JD.com ensured that all its employees received the OHS training, including outsourced staff.

Personal protection safety

- Equip warehouse associates with high-visibility clothing.
- Provide all deliverymen with safety helmets, reflective vests, and other personal protective equipment.
- Offer personalized labor protection equipment allocation plans, such as providing cold-resistant clothing for cold storage workers, distributing labor protection gloves and work clothes for pickers, and issuing luminescent vests and safety helmets for forklift drivers.

Safety awareness and skills training

- Specialized safety training: basic safety knowledge of fire control, warning from safety accident cases, safety operating procedures, etc.
- Emergency drills for all staff: evacuation and escape during fire/earthquake, emergency response for initial fires, and skills for self-rescue and mutual rescue among employees.
- Safety education activities: safety knowledge competitions, fire safety skill competitions, etc.

Production equipment protection

- Post safety warning signs in prominent locations to remind employees to pay attention to hazard prevention.
- Prevent accidental collisions between forklifts and personnel through traffic separation planning, speed limits, and the installation of anti-collision devices.
- In the conveyor belt area, use gap sealing and install protective covers on rotating parts to lower the risk of entrapment injuries caused by conveyor operations.
- Reduce potential risks during loading and unloading operations by implementing parking key management and installing anti-rollaway devices.

To ensure the food health and safety of its employees, JD.com has set up a healthy and nutritious meal counter with canteen suppliers and COFCO Nutrition and Health Research Institute. We introduced more than 200 iodine-free, low-fat, low-salt, and high-fiber healthy meals, and the globally recognized SGS-HM³⁰ certification system, which improved the overall standards of food safety management. JD.com's canteen was granted the SGS Food Hygiene Monitoring Mark.



JD.com's SGS-HM Certificates (Partial)

In addition, JD.com has launched the Employee Assistance Program (EAP) in collaboration with external third-party professional organizations, fully respecting and protecting employee privacy. All employees can make appointments through "JD ME" to receive professional psychological counseling and advice. In 2024, we further optimized the mental health operation mechanism by upgrading systems, expanding resources, and activities to provide diverse psychological counseling and care programs for employees, meeting their different needs and experiences.

The consultation model had been upgraded from a single on-site consultation at headquarters to a flexible approach of "immediate + phone/video + on-site."

The usage page has been upgraded for warmth and clarity.

The offline mental health carnival events were organized and received high recognition from employees.

JD.com's Psychological Health Operation Optimization Dimensions in 2024

³⁰ The full name is Societe Generale de Surveillance-Hygiene Monitored Program, which is the food safety, health management, supervision and certification program promoted by SGS globally.

3.2 Sustainable Supply Chain



JD.com actively advances the sustainable development of its supply chain by implementing green and responsible procurement practices. Through efficient whole-lifecycle management of suppliers, we continuously enhance supply chain resilience and efficiency. By collaborating with value chain partners to build a sustainable ecosystem, we strengthen the supply chain's sustainable development capabilities and systematically elevate ESG performance across the entire supply chain system.

Responsible Procurement

JD.com has established a comprehensive supplier ESG management system and deeply integrated ESG performance and management practices into supply chain management. We explicitly include ESG clauses in our supplier contracts, requiring suppliers to strictly comply with the *JD Group Supplier Code of Conduct* and make specific commitments on ESG-related requirements. In 2024, to enhance supplier ESG management, we explicitly define any violation of ESG commitments as a severe breach of contract by the supplier in the *Procurement Supplier Management Measures of JD Group*.

JD.com thoroughly assesses suppliers' performance in environmental protection, labor management, and raw material traceability during their production and operations, systematically identifying and preventing sustainability risks within the supply chain.

Environmental Protection

Under the guidance of China's environmental policies, JD.com has formulated and implemented the *Green Procurement Management*. This policy mandates green procurement as a core principle and promotes environmental awareness to facilitate supply chain transformation. We encourage suppliers to transition towards greener practices and build a sustainable green supply chain system in collaboration with partners.

During the reporting period, Beijing Jingdong Industrial Products Trading has obtained **GB/T 33635 Green Supply Chain Management System Certification**.



Labor Standards

We require suppliers to comply with the *Labor Law of the People's Republic of China* and other relevant laws and regulations, with zero tolerance for malpractices such as child labor and forced labor. Suppliers found to be in serious violation are immediately blacklisted and will never be contracted again.

Health and Safety

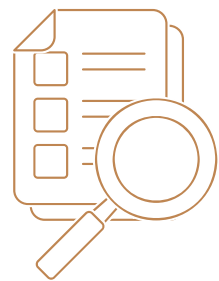
We strictly review suppliers' occupational health and safety management systems to ensure that they meet relevant standards and regulation requirements and require them to fulfill their corresponding responsibilities. Additionally, we prioritize suppliers with occupational health and safety certifications in our comprehensive evaluations of major partners. For suppliers of key categories, we require them to establish sound safety responsibility systems and safety regulations, implement effective safety measures, and consistently improve safety conditions and risk prevention mechanisms to ensure the comprehensive implementation of safe production.

Supplier ESG Evaluation and Development

JD.com implements internal ESG reviews for suppliers, identifies potential non-compliant behaviors through systematic assessment, and develops corresponding management measures according to the results. The content of the review includes core dimensions such as environment, social responsibility, and corporate management. We outline remedial and corrective solutions for detected problems and establish follow-up track review processes to promote the constant improvement of suppliers' ESG performance.

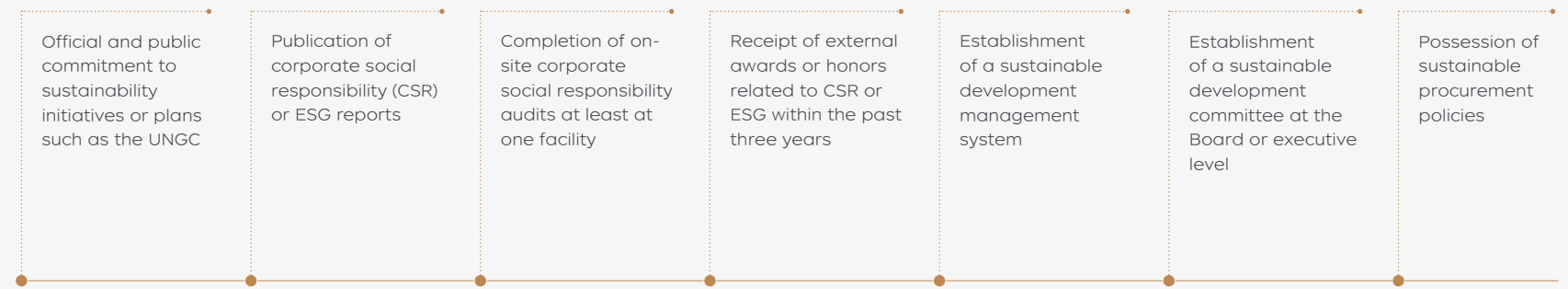
To better monitor partners' progress in environmental, social, and governance (ESG) practices, JD.com regularly distributes ESG questionnaires to suppliers. These questionnaires evaluate five key areas: ESG disclosure and awards, environmental management, employee management, occupational health and safety, and business ethics. The assessment results are factored into the criteria used to determine the final score in the supplier performance evaluations.

In 2024, we completed the process of "identifying significant suppliers-distributing questionnaires-collecting and reviewing ESG questionnaires," in which we distributed questionnaires to all 759 significant suppliers and collected and reviewed 725 questionnaires.



Internal ESG Review Content for JD.com Suppliers

Supplier performance evaluation adopts a 5-point scale. Suppliers who meet the following conditions or have similar good performance can get 0.2 points:



We conduct in-depth surveys of high-scoring suppliers to systematically gather best practices in ESG, promoting replicable cases. Through experience-sharing sessions, special seminars, and other initiatives, we promote these best practices to suppliers with average performance to improve the overall ESG performance across the supply chain. We also closely monitor improvements in low-scoring suppliers with high ESG risks, regularly assess the effectiveness of their improvement actions, and provide necessary guidance and support to ensure consistent overall enhancement of supply chain ESG management.

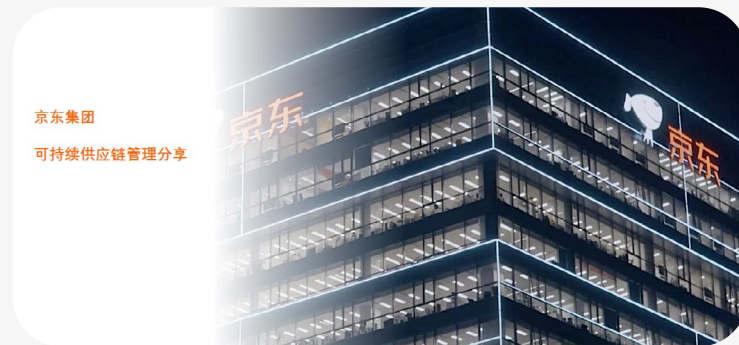
JD.com continuously organizes supplier training and communication initiatives to help suppliers improve their product quality and management standards. We maintain close collaboration with suppliers by establishing regular engagement mechanisms, which lays a solid foundation for long-term and mutually beneficial partnerships and promotes the building of a responsible supply chain ecosystem.

Sustainable Supply Chain Management Training

In December 2024, JD.com organized online training on sustainable supply chain management for suppliers managed by the Procurement and Cost Management Department. With the training content based on ISO 20400:2017 Sustainable Procurement Guidance and GB/T 41835-2022 Sustainable Procurement Guidance, the training aims at sharing concepts and background knowledge about sustainable supplier management from three aspects: sustainable supply chain management and external driving forces, analyses of common supply chain management issues and standard, tools and common measures of sustainable supply chain. We encourage suppliers to actively participate in the building of our sustainable supply chain, from domestic and international driving forces to specific practices and industry best practices, as part of the efforts to promote the sustainable development of our upstream and downstream suppliers. The training covered 2,150 suppliers.

The training covered

2,150 suppliers



Sustainable Supply Chain Management Training

Supplier Management

JD.com upholds the principle of jointly fulfilling social responsibilities with partners and has established a series of regulations for suppliers, such as the *JD Group Supplier Code of Conduct*, to implement the tiered supplier management system. We have established an all-stage management system, including supplier admission, assessment, and exit, to ensure systematic and standardized management of suppliers.

Supplier Admission

We strictly screen and shortlist suppliers registered on JD.com's procurement bidding platform through media monitoring, communication, assessment, sample testing, and on-site inspections.

We set differentiated screening requirements for suppliers in different categories and verify relevant certifications such as ISO 14001, ISO 45001, and ISO 9001, prioritizing compliant suppliers for cooperation.

Supplier Assessment

According to the Supplier Performance Evaluation Management Rules of JD Group, we conduct multifaceted assessments of product quality and service capabilities across different categories and supplier tiers.

We regularly evaluate suppliers against internationally recognized standards such as ISO 14001, ISO 45001, and ISO 9001. In 2024, we conducted biannual, annual and project-based assessments, graded them as excellent, good or unqualified, and managed them accordingly.

Supplier Exit

In 2024, we assessed a total of 2,352 suppliers. As a result, 12 suppliers were blacklisted, 108 were frozen, and 111 were deemed unqualified. Among these, 2,317 Tier-1 suppliers were assessed, with 2,211 found to be qualified and 106 unqualified.

Based on the evaluation results, we work with unqualified suppliers to identify issues and implement follow-up improvement measures. For frozen suppliers, we suspend any new business engagements, constantly monitor their rectification measures, and resume cooperation only after successful implementation and verification of the measures.

We fully consider the business relevance of suppliers and keep a close watch on diverse factors, such as the countries/regions, industries, and product features of suppliers, to ensure the stability and security of the supply chain.

Business Relevance

Assess the procurement share and substitutability of suppliers in each core business to determine the impact of supply disruptions on JD.com's operations.

Country/Region-Specific Risk

Evaluate negative ESG risks related to the political stability, legal and regulatory environment, and socio-economic activities of the countries/regions where suppliers are based.

Sector-specific Risk

Assess specific negative ESG risks associated with the sector in which suppliers operate (such as energy use, pollution emissions, and labor management).

Commodity-specific Risk

Evaluate negative ESG risks related to the quality, safety, and environmental impact of suppliers' products.

To ensure supply chain stability, JD.com has institutionalized product guarantee processes for major events and promotions under the *Major Incident Operation Support Mechanism and the Promotional Event Support Manual*. By standardizing category-specific procurement operations across pre-event planning, real-time execution, and post-event review phases, we enhance procedural rigor, planning discipline, and end-to-end oversight. Through real-time project monitoring, JD guarantees uninterrupted fulfillment of critical procurement demands with on-schedule material deliveries. In 2024, contingency supplier plans have been implemented for strategic procurement projects to mitigate potential risks, thereby advancing supply chain resilience.

Chinese Mainland

5,297

Hong Kong, Macao and Taiwan

30

Other countries and regions

61



Number of Suppliers by Region

By the end of the reporting period, we had suppliers³¹

5,388

Tier-1 Suppliers

4,619

Significant Suppliers in Tier-1

672

Suppliers in non-Tier-1

769

Significant Suppliers in non-Tier-1

87

Number of Suppliers by Type

³¹The number of suppliers is based on those registered under the "JD.com" on the Panshi procurement platform and who were awarded contracts in 2024.

3.3 Serving Consumers



JD.com adheres to the core principle of "Customer First," relentlessly pursuing the fulfillment of customer needs. Driven by efficiency, we continuously improve service efficiency and quality through technological innovation to create an excellent consumption experience for consumers.

Product Quality Management

JD.com has established a comprehensive product quality management system to ensure high standards and strict requirements for product quality, safeguarding consumers' well-being.

Quality Management System

To strictly control merchant qualifications and product quality, JD.com has implemented a robust, end-to-end product quality management system. This includes clear standards for platform merchant qualifications, product sampling, accountability for counterfeit goods, and violation management. We have established internal quality control and experience teams, as well as a product compliance group, to oversee and execute product quality-related tasks. We steadily advance the development of quality management systems across various business sectors, ensuring the orderly implementation of all quality management processes to guarantee product safety and quality.

JD.com has built a comprehensive quality management system covering the entire product lifecycle. At the production stage, we adopt a factory and supplier inspection model to rigorously control product quality at the source. Within the supply chain, we conduct precise in-warehouse monitoring and carry out frequent inspections targeting quality issues. At the sales stage, we perform random quality checks through anonymous purchases and independent third-party testing.

We have fully upgraded our quality management platform, and enhanced the system across three dimensions: data-driven, intelligent, and professionalized management. A quality knowledge management database has been established, enabling close collaboration with brands and third-party professional testing institutions to accurately identify quality issues and provide targeted feedback to the production, supply chain, and sales stages. To date, we have established testing partnerships with dozens of leading institutions across the industry covering tens of thousands of specialized testing items.

Through systematic training programs, we raise quality awareness among employees involved in product quality, clarify role-specific responsibilities in quality control, and ensure employees understand the criticality of product quality assurance. In 2024, JD.com carried out multiple product quality training activities centered around themes such as label review, interpretation of national standards, factory audits, ISO system certification, and Six Sigma quality management methods. On March 15, World Consumer Rights Day, JD.com also conducted special quality training sessions for both employees and merchants on the platform, further enhancing their quality awareness and quality control capabilities.

JD.com has developed a product quality safety risk management system that covers key areas such as intellectual property protection, food safety, drug safety, and the management of restricted and prohibited products. Through quality control, platform governance, online rights protection, and brand protection, we ensure risk prevention across all domains. Additionally, our internal quality safety team implements both online and offline collaborative management, creating a full-chain joint prevention and control mechanism. The mechanism operates through "pre-identification, daily prevention and control, and governance and disposal" to ensure the efficient operation of the system and safeguard product quality and safety.

In 2024, JD.com's progress in ensuring standardized quality management in related fields was as follows:

ISO 9001 Quality Management System Certification

Beijing Jingdong Century Information & Technologies Co., Ltd., Beijing Huaguan Commercial Technology Development Co., Ltd., Beijing Wodong Tianjun Information Technology Co., Ltd., Shanghai Yuanmai Trading Co., Ltd., Guangzhou Jingdong Trading Co., Ltd., Chengdu Jingdong Century Trading Co., Ltd., Xi'an Huaxunde Trading Co., Ltd., Shenyang Jingdong Century Trading Co., Ltd., and Wuhan Jingdong Shiji Commerce and Trade Co., Ltd., Beijing Jingdong Dianjiezhi Technology Co., Ltd., Beijing Jingdong Industrial Products Trading Co., Ltd., among others.

FSSC 22000 Food Safety System Certification

Beijing Jingdong Century Trading Co., Ltd., Beijing Huaguan Commercial Technology Development Co., Ltd., among others.

GB/T 27922-2011 After-sales Service Certification

Beijing Jingdong Industrial Products Trading Co., Ltd.

ISO 20000 Information Technology Service Management Certification System

Beijing Jingdong Dianjiezhi Technology Co., Ltd., Beijing Jingdong Industrial Products Trading Co., Ltd., among others.

Product Quality Inspection and Recall

JD.com consistently strengthens mechanisms for handling non-compliant products and product recall management. We have promoted the development of detailed policy documents such as the *Product Recall Control Procedure* and the *JD Industrials Recall and Withdrawal Management Procedure* by the Group and its subsidiaries. Through rigorous quality inspections and comprehensive product recall plans, we maintain full control over product quality, meeting consumers' demand for high-quality products.

In addition, we have established an emergency response mechanism for product recalls to address potential recall incidents. In the event of a recall, we swiftly conduct investigations, thoroughly analyze the causes, and formulate effective corrective and preventive measures to prevent recurrence, safeguarding consumer rights, interests, and safety. In 2024, there were no product recalls for JD.com's private brand caused by health and safety issues.



JD.com Product Quality Inspection Measures in 2024:

JD.com's Private Brands

Suppliers and products are managed through a grading system based on quality risk levels. We conduct factory audits and regular reviews, perform follow-ups, inspections, and random sampling on different categories, and require immediate corrective actions from the factory when issues are identified.

We conduct irregular inspections and on-site checks. If significant risks are identified, we immediately require the supplier to make corrections or eliminate them from the supply chain.

7FRESH

We have implemented a specialized program for the control of agricultural and veterinary residues, establishing four rapid testing laboratories in North, East, and South China. We have also introduced domestic authoritative third-party testing agencies for on-site inspections, covering categories such as vegetables, fruits, seafood, and meat.

JD Industrials

JD Industrials conducts irregular sampling inspections and releases quality inspection reports in collaboration with third-party independent inspection and certification organizations, such as SGS, TÜV Rheinland, and GRG Metrology & Test, as well as specific product testing agencies.

7FRESH Conducts Product Recall Drill

In 2024, 7FRESH conducted a nationwide product recall drill, simulating situations where product abnormalities were identified at both the inbound and after-sales stages.

Responsible Marketing

JD.com consistently adheres to laws and regulations, social norms, and ethical standards, and steadfastly upholds the principle of responsible marketing. The Group ensures the objectivity and transparency of marketing content and product information, dedicated to providing consumers with genuine and reliable products.

Marketing and Advertising Management

JD.com has established a comprehensive marketing and advertising management system to ensure the standardization and accuracy of product information. We strictly regulate brand management and the use of product labels and trademarks and implement systematic management measures and professional service support. This ensures that all advertising content is truthful, accurate, and compliant, while maintaining a healthy market environment and protecting the legitimate rights and interests of consumers.

Advertising Content Management

- We manage advertisements intelligently by setting prohibited categories and pre-screening sensitive words to block non-compliant ads.
- A dual mechanism of human and machine review is employed to ensure compliance of advertising content through technical screening and human review.
- Forming a professional review team to implement a dynamic inspection mechanism, promptly identifying and addressing non-compliant ad content.

Advertiser Capability Building

- Leveraging online channels such as Jing Dian Academy and Jing Mai online learning platform, we conduct responsible marketing training for advertisers through live broadcasts, articles, and videos.
- Setting up a regular survey mechanism to collect feedback from advertisers on review services, consistently optimizing service processes.

Protection of Minors

JD.com strictly adheres to applicable laws and regulations to resolutely prevent any content that may harm the physical and mental health of minors. We adopt a long-term governance approach, focusing on controlling content that endangers the well-being of young people, thereby protecting minors from harmful content.

JD.com strictly adheres to applicable laws and regulations to resolutely prevent any content that may harm the physical and mental health of minors. We have established a systematic mechanism for the protection of minors, and implemented measures to ensure the safety of platform content.

Protection Measures for Minors at JD Retail:

Product Management

- We strictly regulate the posting of information related to minors' apparel, specifying details regarding attire, poses, and camera angles.
- We set clear guidelines against posting content related to juvenile crime and bullying, or other inappropriate behavior, while strengthening merchants' compliance awareness.

Technological Prevention and Control

- By analyzing harmful samples and mining public opinion data, we continuously enrich our blacklist database, preemptively blocking undesirable content.
- A special inspection mechanism is set up for key categories to conduct daily inspections. For non-compliant products, actions such as removal or blocking are taken, and typical case characteristics are summarized to consistently optimize the sensitive and blacklist databases.

Merchant Management

- Governance announcements are issued on the merchant platforms to urge merchants to conduct self-inspections.
- Specialized training on content compliance is provided to enhance reviewers' professionalism.
- Our user complaint mechanism is optimized by setting up reporting windows on product detail pages and review center, with dedicated personnel handling user reports. For merchants who violate regulations, penalties such as point deductions are applied.

Premium Customer Services

Adhering to the mission of "Making Lives Better through Technology," JD.com constantly explores and applies cutting-edge technologies, continuously improves service quality, creates convenient and high-quality life experience for consumers, and lays a solid foundation for a better life.

Optimizing Service Management

JD.com has built a professional customer service team of over 20,000 people, providing 24/7, multi-channel, and full-scenario support to ensure that consumer and merchant issues are resolved promptly. We continuously optimize the customer service system and integrate the handling processes of various complaint channels such as online communication, service hotlines, and emails. This helps us improve service management efficiency and reliability and reduce the likelihood of missed issues, offering customers a more efficient and reliable service experience.

JD.com's customer service team upholds the philosophy of "the customer's problem ends with me," using process optimization, agile solutions, refined management, and organizational and technological empowerment to promote one-stop resolution for customer issues. This approach improves first-contact resolution rates and reduces customer frustration from repeated inquiries. In 2024, we developed a "single point of contact" service process, establishing early warning and intervention mechanisms to address issues related to multiple contacts and repetitive communication, ultimately reducing the time and effort customers invest in resolving issues. Additionally, we optimized the service flow for "multiple contacts" by employing recognition models and assigning dedicated personnel to accurately identify the root causes of repeated customer contacts. We have established a troubleshooting mechanism for complex cases, collected common issues, and continuously optimized service products and processes, significantly reducing the number of multiple-contact cases, especially decreasing the percentage of customers making more than three contacts.



JD.com's Customer Service "Better Life Project"

In 2024, JD.com's customer service launched the "Better Life Project" in collaboration with internal business units and external brands, aiming to reduce issues throughout the entire customer service lifecycle, expedite service resolutions, and enhance operational efficiency. The customer service team created user experience maps, developed innovative strategies for funnel-like service solutions, and built mechanisms for solving issues across all service channels and scenarios. We also introduced an agile response green channel mechanism and established diverse self-service tools. The team developed 76 training courses and organized 113 empowerment sessions. We gathered feedback from over 220 brands and followed up on the implementation of improvements. As a result of this project, JD.com's customer service achieved a 3.9 percentage point year-over-year increase in overall customer satisfaction, a 22.5% year-over-year decrease in inquiries, and a 38.6% year-over-year decrease in group complaints. This initiative led to an improvement in customer service experience and brand business growth, setting a benchmark for service standards in the industry.

JD.com is committed to meeting the specific needs of different user groups by offering customized services to enhance user experience. To better serve the elderly and maternal and infant groups, we have established dedicated customer service teams for seniors and maternal and infant care. More than half of the members of the maternal and infant care team have baby-sitter certification, so they can provide professional and thoughtful service. In 2024, we launched the first-ever live broadcast room of exclusive customer service for elders to interact and accompany, which helps address questions and assists seniors with online shopping.

JD.com is committed to promoting digital inclusion, helping the elderly better adapt to smart technology. We continue to optimize the "Senior Mode" on the JD.com app by simplifying functions and information presentation, adding family assistance features, and providing online video tutorials to make operations easier and bridge the digital divide. Additionally, JD.com launched a full-service offering for senior-friendly products, including trade-in programs, 180-day return and exchange options, and comprehensive delivery, installation, and dismantling services, ensuring worry-free service for seniors.



JD.com's Customer Service "Life Passage" Project

Since its establishment, the JD.com's Customer Service "Life Passage" team has utilized big data technology to establish a mental health early warning system, which can identify and intervene with users showing signs of suicidal tendencies in real-time. In emergency situations, the customer service team works closely with the police to intervene promptly to prevent tragedies. As of December 31, 2024, the project had prevented 834 cases with suicidal attempts, with 160 cases prevented in 2024 alone.



Exceptional Consumer Experience

JD.com is committed to leveraging technology to drive cost reduction and efficiency improvement. By creating a superior shopping experience characterized by "wide product selection, fast delivery, superior quality, and cost savings" that covers the entire lifecycle, all channels, all scenarios, and all time periods, JD.com fully caters to consumers' needs for a better life.

Wider Product Selection

JD.com continues to deepen its category expansion, investing in key sectors such as apparel and beauty, providing consumers with a wide range of high-quality, cost-effective product options. By the end of the reporting period, the platform had attracted over 90% of global fashion brands.

In terms of self-operated business, JD Retail holds a product inventory of tens of millions of SKUs and reaches consumers through a network of tens of thousands of offline stores. Notably, JD.com home appliance stores operate over 19,000 outlets nationwide. Moreover, we are expanding our local services to offer consumers a One-stop life service for eating, drinking and having fun, continually enhancing user experience.

Faster Delivery

JD.com is committed to providing a faster service experience for global consumers. JD Logistics offers a variety of delivery services such as home delivery, on-demand pickup and delivery, and returns, covering major e-commerce platforms across China. JD Express has upgraded several services, such as expanding the "the next morning delivery" coverage, optimizing on-demand pickup services, and expanding deliveries to towns and villages, maintaining the lead in setting industry standards. In 2024, JD NOW achieved a milestone, offering delivery within 9 minutes for a full range of products across over 2,400 counties and districts, and collaborating with more than 600,000 stores to deliver an ultra-fast experience.

JD Logistics is also accelerating global network expansion with initiatives to enhance overseas warehouses, air networks, and international express delivery capabilities, with the empowerment of its "Global Smart Supply Chain Network Plan." During the reporting period, JD Logistics achieved "2-3 day delivery" in the U.S., U.K., France, Japan, and other countries. In 2024, JD's ochama launched an automated warehouse in Poland, along with warehouses in the Netherlands and France, covering order fulfillment across 24 countries. The Poland warehouse enabled next-day or even same-day delivery in local areas and parts of Germany, significantly improving logistics efficiency.

Superior Quality Choices

JD continues to optimize its products and services, offering consumers a better shopping experience. In 2024, JD Supermarket launched several supply chain and marketing innovation projects, including "Free Diapers Delivery," "28-Day Fresh Formula Milk Delivery," "Authentic Liquor Authentication," and "Chinese Zodiac Liquor." JD PLUS membership services were fully upgraded, introducing the "Lifestyle Service Package" and "Replacement Only, No Repair Within the First 180 Days" service. JD Health has expanded service to 17 cities nationwide, enabling the use of personal medical insurance accounts for purchasing medications. The platform has connected with over 2,000 offline pharmacies, covering more than 100 million people. JD.com's private brands continue to enhance original design capabilities, creating best-selling products that combine aesthetic design with functionality and practicality. One of these, the self-designed "Le Meng Guang Hua" chandelier, was the Silver Winner at the 2024 Muse Design Awards.

More Cost-effective Experiences

JD.com remains committed to its "low prices every day" philosophy, and strives to offer users high-quality products at a great value, alongside an exceptional shopping experience. As an industry leader, we pioneer the "price protection" service, continually expands the range of covered products, and optimize service experiences to maintain our leading position.

Through initiatives like the "RMB 10 Billion Subsidy" and "Free Shipping for Cheap Products" channels, we collaborate closely with numerous brands to reduce commodity prices with effective subsidies and offer affordable choices to consumers. During JD.com's 618 event in 2024, we introduced the "RMB 2 Free Shipping Day," providing consumers with excellent value for money.

JD PLUS members now enjoy expanded "Unlimited Free Shipping" services, including self-operated instant delivery. Additionally, 13 categories, including home appliances, kitchenware, and health products, now offer free shipping on all items, while self-operated products continue to offer free basic shipping on orders over RMB 59. We also upgraded our "Free Home Pickup for Returns" service, further enhancing the user shopping experience.

We Comprehensively Upgraded App for a Brand-New User Experience



Upgraded Homepage of JD.com APP

In the second half of 2024, the JD.com app underwent a major redesign and upgrade to provide an enhanced customer experience. Following a comprehensive redesign, the homepage layout became simpler and clearer, with a new "Life Services" section added. On the homepage, customers can access JD.com's comprehensive self-operated services, such as top-up, phone recycling, home cleaning, ticketing, laundry, auto services, express delivery and more, by scrolling down to the "second floor." Meanwhile, key entries for Deals, JD NOW and New Arrivals are positioned on the first-level navigation for greater convenience. The new message center is designed to better meet users' diverse needs, while product details have been optimized for more efficient decision-making. Additionally, the application of new technologies, such as smarter search recommendations and large language models, ensure that users with varying needs can quickly find the products or services they require.



"Le Meng Guang Hua" Chandelier

3.4 Giving Back to Communities



Philanthropy and Disaster Responses

JD.com, through JD Foundation and JD.com's online charity fundraising platform, has launched a series of innovative public welfare programs in the areas of health, education, and environmental protection. In parallel, the Company actively mobilizes employee participation, fostering a broad-based culture of philanthropy. In disaster response efforts, JD.com capitalizes on its robust supply chain and technological capabilities to deliver efficient and precise material support and emergency assistance to affected regions.

During the reporting period

the donation by JD Foundation totaled over

RMB 68.97 million

Meanwhile, the volunteering hours of JD employees reached

28,490 hours



JD.com has consistently fulfilled social responsibility and strives to foster the harmonious co-development of the economy and society and gather the power of goodwill through ongoing actions. Leveraging our industrial strengths and innovative technologies, we actively empower community development and remain steadfast in its efforts across philanthropic initiatives, disaster relief, rural revitalization, and the promotion of common prosperity. Gathering strength with sincerity and responsibility, we contribute our forces to the sustainable development of society.



Philanthropy and Charity

JD.com proactively advances charitable causes. With a purpose of the promotion of philanthropic endeavors, JD Foundation is committed to integrating social resources and fostering the development of public welfare initiatives.

JD.com Helped Chinese Traditional Craft Culture Go Global

In October 2024, the Honorary President of JD Foundation, Ms. Nancy Zetian Zhang, in collaboration with the UK Tsinghua Association, organized the Inaugural Tsinghua Alumni London Art Exhibition. The aim was to enhance and support the influence and recognition of young Chinese artists in the international cultural and artistic arena. Through a specialized cross-border transportation solution customized for artworks developed by JD Logistics International, artworks from China were safely and efficiently delivered to London, serving as an important bridge for cultural exchange between China and the West. The exhibition featured traditional crafts, such as Jingdezhen ceramics and Suzhou embroidery, alongside intangible cultural heritage, conveying the unique value and charm of Chinese culture to the international community.



JD.com Helped Chinese Traditional Craft Culture Go Global

JD Foundation Initiated Disability Assistance Campaign to Help the Disabled Integrate into Society

In November 2024, JD Foundation and the Beijing Disabled Persons' Foundation jointly launched a public welfare activity themed as "No Barriers in the Heart, Noble Dreams in the Future" to provide greater care and support the disabled. The Group actively called on employees to participate in the disabled charity sales and cultural performances, attracting 500 participants in the sale and 2,450 viewers for the charity gala. This event raised public awareness of vulnerable groups, delivered warmth and strength through practical actions, and implemented the Group's corporate responsibility of "caring for the disadvantaged and promoting traditional virtues."



"No Barriers in the Heart, Noble Dreams in the Future" Public Welfare Activity

The "Starlight Transmission" Charity Project at Hebei Qipan Mountain Primary School

In May 2024, JD.com held its first offline donation event under the "Starlight Transmission" Charity Program in 2024 at Qipanshan Primary School in Weichang County, Hebei Province. Through the donation of educational and living materials, the event addressed the practical difficulties of children while bringing them warmth and joy for the holiday. The "Starlight Transmission" focuses on left-behind and migrant children. In 2024, we visited 13 primary schools, donated 5,983 books, and 7,064 stationery and sports supplies, held 13 reading classes, established more than 50 on-campus reading corners, and organized one educational camp. The charity reached primary and secondary schools in Beijing, Hebei, Inner Mongolia, Xinjiang, Gansu and other regions, benefiting approximately 4,000 students directly.



"Spreading Warmth to Left-Behind Children, Illuminating the Children's Day" with Love - JD.com Organized the First Offline Donation Event under the "Starlight Transmission" Charity Program

"Thriving Childhood" Children's Mental Health Protection Action

The "Thriving Childhood" initiative, launched by JD Health in collaboration with public welfare organizations, has covered 19 schools across five provinces, municipalities, and autonomous regions, providing charity support in the form of mental health training for both teachers and students, and psychological problem identification, assessment, consultation, and online and offline comprehensive interventions for students. JD Health has also partnered with various sectors of society to conduct nine charity science popularization and advocacy activities, including social media campaigns, donation-driven sales, and offline events, thus encouraging social-wide participation and attention to children's mental health.



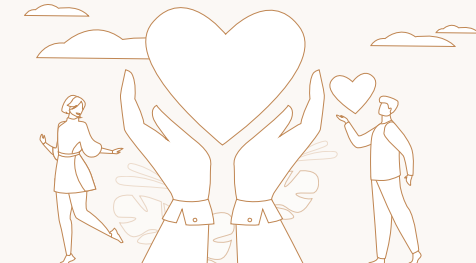
The Cooperative School of the "Thriving Childhood" - Dongying No. 1 Hope Primary School in Shule County, Kashgar, Xinjiang

JD Health Launched "Expired Medicine Recycling" Charity Program

On September 11, 2024, JD Health officially launched the "Expired Medicine Recycling" charity program. In this initiative, JD Health opens its expired medicine disposal capabilities to the public. Residents could submit relevant information via the JD app, and JD couriers collected the expired medicines from their homes for proper disposal. This measure helps to raise public awareness of drug recycling and standardizes the process for collecting and destroying discarded medications. The "Expired Medicine Recycling" charity program has received multiple honors, including the "Top Ten China Charity Programs of 2024" at the 2024 (Fourth) China Public Welfare Forum and the "Excellent Project of the Year" at the 2024 "Together for Impact" Philanthropic Awards Ceremony hosted by China Philanthropist.

JD Home Appliances Supports "the Public Welfare Store Renovation Project"

JD Home Appliances actively responded to the call for social welfare by donating 74 air conditioners, with a total value exceeding RMB 200,000, to "the Public Welfare Store Renovation Project"³². This donation benefited 26 stores dedicated to public welfare causes, including handicraft workshops for people with disabilities and the Weiguang Book House in Anyang, Henan. JD.com provided tangible material support to improve the operational environment of these small public welfare shops, promoting the concept of social charity through direct actions.



³² The Public Welfare Store Renovation Project is a charitable initiative launched by the MYbank Public Welfare Store Alliance in collaboration with Xiaohongshu Public Welfare. It brings together designers, construction teams, and other resources to provide free renovations for stores in need.

JD Electronics' "Starlight Program" Brought Charity to Qinghai Rural Schools

In August 2024, JD Electronics' "Starlight Program" Campus Charity Tour went to Tianjiazhai Primary School in Huangzhong District, Xining City, Qinghai Province, delivering warmth and care to children in remote areas. During the field visit, the team found that the school faced challenges in terms of drinking water safety and hygiene. So JD Electronics, together with benevolent brands, donated electrical equipment worth over RMB 120,000 to the school, including 3 large campus-specific water purifiers and 3 commercial disinfection cabinets, benefiting more than 600 teachers and students. The donation not only improved the drinking water safety and hygiene, but also provided a solid guarantee for the healthy growth of children.



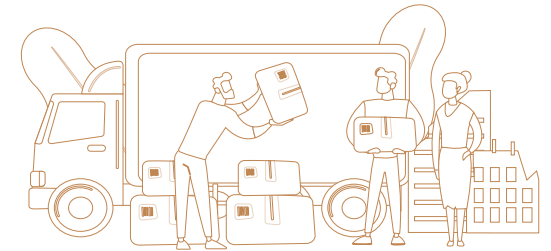
Charitable Donation of Electrical Equipment under JD Electronics' "Starlight Program"

Disaster Response

In the event of a disaster anywhere in the country, warehouse managers near the affected area within JD Group are authorized to donate necessary supplies from their warehouses without prior approval. Meanwhile, we swiftly initiate our emergency response mechanism, forming a dedicated support team at the first time, coordinating logistics resources, and ensuring that disaster relief materials are delivered quickly and accurately to the affected areas through dedicated vehicles and routes.

JD Property Fully Supported Hainan's Resumption of Work and Production

In September 2024, the super typhoon "Yagi" passed through Hainan, causing water and power outages, work stoppages, and disrupted transportation in several areas of the island. Before the typhoon made landfall, JD Property's Hainan-based parks issued an early warning, relocated nearly 1,000 palletized goods, and reinforced warehouse facilities to minimize the impact of the disaster. After the typhoon passed, JD Property swiftly activated emergency support mechanism, organizing a 50-person emergency repair engineering team that restored part of the park's operations within 24 hours and resumed most enterprises within 48 hours, becoming the first park in the region to restore electricity, water, and network services, ensuring the stable supply of livelihood goods. Additionally, JD Property assisted park enterprises in relocating goods, maintaining cold storage operations, and protecting client assets worth approximately RMB 8 million. By coordinating in JD.com, we ensured that relief materials reached the disaster-stricken areas quickly, supporting Hainan's recovery and revitalization.



JD Business Supported Emergent Procurement of Relief Supplies for the Earthquake-stricken Area in Tibet

On January 7, 2025, following a devastating 6.8-magnitude earthquake in Dingri County, Shigatse, Tibet, which caused significant casualties, JD.com responded immediately and promptly activated its emergency response plan. Leveraging nearby warehouses, JD.com swiftly dispatched urgently needed supplies to the affected area. Meanwhile, JD.com's public sector business took the lead in actively fulfilling emergency procurement requests for relief supplies initiated by dozens of government agencies, charitable organizations, and major public welfare institutions. With a stable and efficient supply chain, JD.com worked tirelessly to seize the critical "golden 72 hours" for rescue. The first batch of supplies reached the disaster zone within six hours, ensuring the orderly progress of rescue efforts. With JD.com's support, relief supplies prepared by various public welfare organizations continued to arrive in Dingri County, delivering much-needed aid to those affected and making more contributions to the earthquake relief efforts.



JD Business Supported Emergent Procurement of Relief Supplies for the Earthquake-stricken Area in Tibet

Rural Revitalization and Common Prosperity

JD Group actively responds to national policies and calls for rural revitalization, strengthening villages, and enriching people. We demonstrate our responsibility through action and fulfill our mission through measures like consumption assistance for rural revitalization.

JD.com Hosted "Agricultural Specialties Shopping Festival" for Three Consecutive Years

To celebrate the "Chinese Farmers' Harvest Festival," JD.com launched the 2024 "Agricultural Specialties Shopping Festival" in September. In this event, JD carefully selected high-quality agricultural specialty products from over 2,000 industrial belts across China and invested approximately RMB 1.5 billion in cash subsidies and traffic resources to vigorously promote the sale of these products.

JD carefully selected high-quality agricultural specialty products from over

2,000 industrial belts

JD Supermarket Launched the "RMB 10 Billion Agricultural Subsidy" Program

In March 2024, JD Supermarket launched the "RMB 10 Billion Agricultural Subsidy" program, which promoted direct sales of agricultural products through commercial subsidies, logistics subsidies, and resource investments. Over the next three years, JD Supermarket will invest 10 billion in resources to subsidize agricultural products to ensure consumers can enjoy high-quality and affordable specialty agricultural products, while simultaneously driving the production and sales of various regional agricultural products and increasing farmers' income.

JD.com Continues Expanding the "Rural Express Delivery" Services

In November 2024, JD Logistics further expanded its "Rural Express Delivery" services and the coverage of its bulk item "delivery, installation, disassembly, and collection" services during the Double 11 shopping festival. Nearly 300 remote towns and towns, including Resuo Town in Jiangzi County, Tibet, Pilale Town in Aketao County, Xinjiang, and Yangmei Yi, Miao and Hui Town in Liupanshui, Guizhou, were newly incorporated into JD's self-operated delivery network. This expansion not only enables local consumers to enjoy doorstep delivery services, but also facilitates the efficient nationwide distribution of their local specialty agricultural products. Meanwhile, JD Logistics expanded coverage in nearly 200 more remote towns and villages, such as Huoyanshan Town in Turpan, Xinjiang, Tuoba Town and Tingka Town in Ganzi, Sichuan, Paiyang Town in Qiandongnan, Guizhou, and Baijia Town in Zhenping County, Ankang, Shaanxi. Residents in these areas can now access one-stop services for large home appliances and furniture, including "delivery, installation, disassembly, and collection," as well as benefit from consumer-friendly programs such as trade-in promotions.



Case

Flowing Warmth - "JD Red" Illuminates the Footprints of Happiness



JD.com has consistently upheld a value of "Customer First," demonstrating a strong sense of responsibility through professional service and fulfilling corporate commitments through everyday actions. Through the development of robust logistics infrastructure and digital capabilities, JD.com has continued to expand access to high-quality products and services, thereby delivering substantial social value in areas such as serving remote regions and supporting rural revitalization.

Logistics Guardians of the Snowy Plateau

As a technology and service enterprise rooted in supply chain operations, JD.com has long invested in supply chain infrastructure with the ultimate goal of continuously optimizing the cost, efficiency, and experience of its products and services, thereby creating greater value for users, industries, and society at large. In 2011, JD.com established its first delivery station in Tibet, located in Lhasa, marking the beginning of its supply chain infrastructure development in the region. In Duiwa Village, situated at an altitude of 5,007 meters, deliveries that once took approximately 30 days can currently be completed within 48 hours. During JD.com's 618 Shopping Festival in 2024, delivery efficiency in the Tibet region improved to same-day delivery at its fastest, significantly enhancing the daily lives of residents and helping Tibet emerge as one of the fastest-growing regions in terms of consumer spending.



Open Green Channel to Support Farmers

Hejiahuan Farm in Suqian City, Jiangsu Province faced difficulties as it struggled to find buyers for 75 tons of Shine Muscat grapes. Upon learning of the situation, JD.com promptly contacted the farm to assess the grape variety, yield, sugar content, and overall quality and pledged to purchase the entire stock. On the same day, JD.com's procurement and sales staff rushed to the farm, launched a livestream directly from the fields, and began shipping the grapes on site via direct-from-source delivery. Meanwhile, JD Supermarket launched China's first online green channel dedicated to the sale of slow-moving agricultural products. This initiative includes rapid response, livestream-based procurement, prioritized platform traffic, and direct delivery from the origin. While maintaining strict quality control, JD Supermarket also rolled out "RMB 10 Billion Agricultural Subsidy" enabling consumers to purchase high-quality agricultural products, including Shine Muscat grapes, at affordable prices, helping farmers boost their income and truly benefiting both the supply and demand sides.

Appendix 1 Important Legal Statement

Appendix 2 ESG Key Performance Tables

Appendix 3 Progress on the United Nations Global Compact

Appendix 4 Assurance Statement

Appendix 5 GHGs Verification Statement

Appendix 6 ESG Policy List

Appendix 7 Report Indicator Index

Appendix

Appendix 1 Important Legal Statement

The information covered by the report contains forward-looking statements within the meaning of the U.S. Private Securities Litigation Reform Act of 1995, including statements regarding our goals, targets, commitments, strategies and initiatives related to ESG matters. These forward-looking statements can be identified by terminology such as "will," "expects," "anticipates," "future," "intends," "plans," "believes," "estimates," "confident," and similar statements. Forward-looking statements involve inherent risks and uncertainties. A number of factors could cause actual results to differ materially from those contained in any forward-looking statement, including those risks included in our filings with the U.S. Securities and Exchange Commission and the announcements on the website of the Stock Exchange of Hong Kong Limited. The forward-looking statements made in this report relate only to events or information as of the date on which the statements are made in this report and are based on current expectations, assumptions, estimates and projections. We undertake no obligation to update any forward-looking statements to reflect events or circumstances after the date on which the statements are made or to reflect the occurrence of unanticipated events, except as required under applicable law.

The report does not cover all information about our business. References in this report to information should not be construed as a characterization regarding the materiality of such information to our financial results or for purposes of the U.S. securities laws. For more comprehensive information about our results and operations, including risks that could adversely affect our results of operations and financial condition, please refer to our annual reports and other filings with the U.S. Securities and Exchange Commission and announcements on the website of the Hong Kong Stock Exchange.

Data in this report reflects estimates using methodologies and assumptions believed to be reasonable and accurate. Those estimates, methodologies and assumptions may change in the future as a result of new information or subsequent developments.

Appendix 2 ESG Key Performance Tables

Governance						
Indicators		Unit	2022	2023	2024	
Business ethics	Incidents of corruption	Number of corruption related cases	Case	248	190	221
		Number of cases concluded	Case	21	6	20
	Business ethics and anti-corruption training hours per employee at all levels	Directors	%	100%	100%	100%
		Management	%	100%	100%	100%
		Other employees	%	100%	100%	100%
	Supplier training	Suppliers' anti-corruption training coverage	%	60%	26%	40%
Total number of suppliers that attended anti-corruption training		Unit	2,753	1,173	2,150	
Information security	Incidents of information or cyber security violation	Number of sessions of supplier anti-corruption training conducted	Session	3	3	1
			Time	0	0	0

Environmental						
Indicators		Unit	2022	2023	2024	
Greenhouse gas (GHG) emissions ³³	Total emissions (Scope 1+ Scope 2)		tCO ₂ e	2,508,613.00	2,908,508.00	3,463,009.72
	GHG emissions (Scope 1) ³⁴		tCO ₂ e	1,488,360.00	1,815,861.75	2,266,323.15
	GHG emissions (Scope 2)		tCO ₂ e	1,020,253.00	1,092,646.25	1,196,686.57
	GHG emissions (Scope 3) ³⁵		tCO ₂ e	3,249.65	6,680,172.71	6,980,973.82
	GHG emissions intensity (Scope 1 + Scope 2)		tCO ₂ e/RMB million of revenue	2.40	2.68	2.99

³³The GHG emissions data has been verified by a third-party organization. Please see Appendix 5 GHGs Verification Statement for details.

³⁴To enhance its management efficiency and capabilities, JD Logistics converted part of the vehicle capacity that was previously purchased from third parties into self-operated capacity in 2024. As a result, the consumption of gasoline and diesel increased significantly. Accordingly, some of the greenhouse gas emissions that were in Scope 3 in 2023 were transferred to Scope 1 in 2024.

³⁵JD.com's GHG (Scope 3) emissions were primarily from employee commuting in 2022 and broadened to incorporate additional elements in 2023 and 2024, including emissions from purchased goods and services (packaging materials), fuel and energy-related activities, upstream transportation and distribution, waste generated during operations, as well as employee commuting (shuttle buses).

Environmental

Indicators		Unit	2022	2023	2024
Wastewater	Wastewater discharge ³⁶	Tonne	4,625,741.99	9,642,571.66	10,577,887.88
	Wastewater discharge intensity	Tonne/RMB million of revenue	4.42	8.89	9.13
Exhaust gas	Exhaust gas emissions ³⁷	Kg	10,191,069.64	12,056,583.68	14,598,152.73
	Exhaust gas emissions intensity	Kg/RMB million of revenue	9.74	11.12	12.60
Waste	Total waste	Tonne	122,532.51	109,777.06	77,471.75
	Total waste intensity	Tonne/RMB million of revenue	0.12	0.10	0.07
	Hazardous waste ³⁸	Tonne	16.35	24.48	45.43
	Hazardous waste intensity	Kg/RMB million of revenue	0.016	0.023	0.039
	Non-hazardous waste	Tonne	122,516.16	109,752.58	77,426.32
	Non-hazardous waste intensity	Tonne/RMB million of revenue	0.12	0.10	0.07
	Waste recovered/recycled	Tonne	/	24,956.59	33,304.28
	Waste landfilled	Tonne	/	5,808.32	2,561.59
	Waste incinerated	Tonne	/	78,990.16	41,605.46
	Waste otherwise disposed	Tonne	/	21.91	0.42
Energy use	Comprehensive energy consumption ³⁹	TCE	907,333.23	1,079,859.59	1,322,563.38
	Comprehensive energy consumption intensity	TCE/RMB million of revenue	0.87	1.00	1.14
	Renewable energy consumption	MWh	31,247.92	42,501.10	69,168.74
	Non-renewable energy consumption	MWh	7,382,970.53	8,786,817.51	10,761,698.22
	Direct energy consumption	MWh	5,578,482.88	6,825,646.43	8,489,645.73

³⁶ The enlarged scope of wastewater statistics was applied to the premises in 2023 and 2024.

³⁷ The key air pollutants produced by JD.com are nitrogen oxides ("NO_x"), sulfur oxides ("SO_x"), and respiratory suspended particles ("RSP," also known as Particulate Matter ("PM")), pollution is predominantly generated from gasoline and diesel vehicles. The calculation formulas, and emission factors for these pollutants are referenced from the Reporting Guidance on Environmental KPIs set forth by the Hong Kong Stock Exchange (HKEX) and the Guidelines on the GHG Emission Accounting and Reporting for Land Transport Enterprises (Trial) released by the National Development and Reform Commission (NDRC).

³⁸ The increase in hazardous waste mainly came from increase in waste batteries.

³⁹ The comprehensive energy consumption is calculated in accordance with the *General Rules for Calculation of the Comprehensive Energy Consumption* (GB/T 2589-2020). The density of hydrogen is calculated based on 0.08342 kg/m³ (the density under the conditions of 21.1°C and 101.3 kPa). Additionally, we optimized the statistical scope of energy usage data by incorporating liquefied natural gas (LNG) consumption into our calculations in 2024. After data traceability, we recalculated the 2023 energy use related data, resulting in minor adjustments.

Environmental

Indicators	Unit	2022	2023	2024	
Energy use	Indirect energy consumption	MWh	1,804,487.65	1,961,171.08	2,272,052.49
	Purchased electricity	MWh	1,620,927.93	1,813,075.25	2,117,320.24
	Purchased heat	GJ	660,938.38	533,176.67	557,039.24
	Gasoline ⁴⁰	Tonne	44,422.64	72,159.79	82,019.91
	Diesel	Tonne	423,144.84	481,999.11	577,558.72
	Aviation kerosene ⁴¹	Tonne	1,106.30	15,866.80	40,895.60
	Natural Gas	m ³	1,514,545.48	3,826,300.42	3,750,299.39
	Liquefied natural gas	Tonne	/	1,086.00	8,712.55
Hydrogen	Kg	/	/	155,928.51	
Water use	Consumption of fresh water	Tonne	7,280,056.58	12,053,214.58	13,233,479.43
	Water consumption intensity ⁴²	Tonne/RMB million of revenue	6.96	11.11	11.42
Use of packaging materials ⁴³	Plastic	Tonne	114,241.75	113,549.35	116,387.41
	Paper	Tonne	125,110.74	285,461.92	260,199.34
	Other categories	Tonne	157.50	117,016.85	81,507.80
	Total used package material	Tonne	239,509.99	516,028.12	458,094.55
	Used package material intensity	Tonne/RMB million of revenue	0.23	0.48	0.40
Recycling of plastic packaging materials	Total plastics	Tonne	6,404.55	80,001.02	95,824.00
	Recyclable plastics	Tonne	1,151.28	15,000.00	19,164.00
	Compostable plastics	Tonne	5,253.27	6,144.58	3,570.49

⁴⁰ To enhance its management efficiency and capabilities, JD Logistics converted part of the vehicle capacity that was previously purchased from third parties into self-operated capacity in 2024. As a result, the consumption of gasoline and diesel increased significantly.

⁴¹ Aviation kerosene is used by aircraft from JD Logistics. In 2024, the number of aircraft from JD Logistics increased and the number of routes increased. Therefore, the consumption of aviation kerosene has increased significantly compared with previous years.

⁴² In 2024, we further refined our water accounting boundaries and made minor adjustments to our water intensity for 2022 and 2023 after traceability.

⁴³ In 2024, we further refined the granularity of data accounting for packaging materials. After traceability verification, we made slight adjustments to the 2023 data related to plastic packaging.

Social			Unit	2022	2023	2024	
Indicators							
Number of employees	Number of employees ⁴⁴		Person	445,268	515,022	570,270	
	Number of new employees		Person	153,843	252,203	286,723	
	Number of internal candidates filling vacant positions		Person	139,482	195,333	159,279	
	Number of employees with disabilities		Person	3,058	4,067	4,522	
	Number of minority employees		Person	26,920	32,888	37,553	
	Number of employees by employment type	Full-time	Person	445,268	515,022	570,270	
		Part-time	Person	7,566	7,539	7,275	
	Number of employees by gender	Male	Person	347,021	407,046	451,009	
		Female	Person	98,247	107,976	119,261	
	Number of employees by age	30 years old and below		Person	185,871	202,239	206,643
		31-50 years old		Person	255,551	307,879	356,740
		51 years old and above		Person	3,846	4,904	6,887
	Number of employees by region	Chinese mainland		Person	444,953	514,380	568,939
		Other regions		Person	315	642	1,331
	Number of employees by level	Management		Person	28,352	34,350	30,659
		Non-management		Person	416,916	480,672	539,611
	Share of women in total workforce			%	22.1	21.0	20.9
	Share of women in all management positions			%	15.2	15.8	14.7
	Share of women in junior management positions			%	13.5	14.8	14.0
	Share of women in senior management positions			%	22.0	25.1	26.9
Share of women in management positions in revenue-generating functions			%	16.5	14.8	13.8	
Share of women in STEM ⁴⁵ related position			%	11.3	17.1	23.0	
Employee turnover rate	Employee turnover rate ⁴⁶		%	17.6	15.4	14.5	
	Employee turnover rate by gender	Male	%	17.3	15.4	14.4	
		Female	%	18.6	15.2	15.0	

⁴⁴ The total number of employees and other employee statistical data on the dimensions of gender, age, and function only cover full-time employees of businesses directly managed by JD.com.

⁴⁵ STEM stands for Science, Technology, Engineering, and Mathematics. STEM positions include computer programmers, web developers, statisticians, engineers, physicists, scientists, etc.

⁴⁶ The data related to employee turnover rate is based on the statistical scope of voluntary resignation.

Social						
Indicators		Unit	2022	2023	2024	
Employee turnover rate	Employee turnover rate by region	Chinese mainland	%	17.6	15.4	14.5
		Other regions	%	16.3	10.6	10.6
	Employee turnover rate by age	30 years old and below	%	23.4	19.3	19.2
		31-50 years old	%	12.7	12.3	11.2
		51 years old and above	%	5.5	5.9	6.1
Employee training	Talent development training	Percentage of employees covered	%	100	100	100
		Amount invested per employee	RMB	90.2	118.1	108.8
	Average training hours per employee by level	Management	Hour	35.3	56.8	51.6
		Non-management	Hour	41.9	39.6	40.4
	Average training hours per employee by gender	Male	Hour	39.9	38.1	34.4
		Female	Hour	47.1	50.8	66.2
	Average training hours per employee by management level	Senior management	Hour	30.7	41.5	45.7
		Middle management	Hour	42.9	42.7	81.0
		Junior management	Hour	35.0	44.0	50.3
	Average training hours per employee by function	Technical employees	Hour	78.8	47.6	53.4
		Production employees	Hour	35.8	37.2	37.5
		Other employees	Hour	57.9	67.4	63.3
	Percentage of trained employees by level	Management	%	100	100	100
		Non-management	%	100	100	100
	Percentage of trained employees by gender	Male	%	100	100	100
		Female	%	100	100	100
	Percentage of trained employees by management level	Senior management	%	100	100	100
Middle management		%	100	100	100	
Junior management		%	100	100	100	
Percentage of trained employees by function	Technical employees	%	100	100	100	
	Production employees	%	100	100	100	
	Other employees	%	100	100	100	

Social						
Indicators		Unit	2022	2023	2024	
Satisfaction survey	Employee satisfaction survey	Employee satisfaction rate	/	4.51/5	4.53/5	4.58/5
		Effective questionnaire response rate ⁴⁷	%	78	84	74
		Number of respondents	/	0.72 million	1.10 million	1.09 million
Human capital	Average employment cost	RMB	599	714	748	
	Total human resources expenditure	RMB	/	104.7 billion	116.1 billion	
Freedom of association	Freedom of association	Percentage of employees covered by collective contract	%	100	100	100
Employee health and safety	Number of work-related fatalities		Person	35	33	36
	Number of workdays lost due to work-related injuries		Day	57,434	59,561	77,804
	Lost Time Injury Frequency Rate (LTIFR)		Number of work-related injuries/million working hours	1.58	1.77	1.78
	Percentage of employees in LTIFR statistics		%	100	100	100
Supply chain management	Total number of suppliers		Unit	4,563	4,594	5,388
	Number of suppliers by region	Chinese mainland	Unit	4,511	4,548	5,297
		Hong Kong, Macao and Taiwan	Unit	12	14	30
		Other countries and regions	Unit	40	32	61
Product quality	Product recall of private brands	Times of product recalls	Time	0	0	0
		Total number of recalled products	Unit	0	0	0
		Percentage of total products sold or shipped that are subject to recall for safety and health reasons	%	0	0	0
		Costs from product recalls	RMB	0	0	0
Public welfare investment	Total charity donation ⁴⁸		RMB million	93.48	122.067	68.9755
	Total hours of employee public welfare participation		Hour	21,800	27,800	28,490

⁴⁷ JD.com's employee satisfaction survey encompasses all staff members, and the data represents the effective response rate of the satisfaction survey questionnaire.

⁴⁸ The statistical scope of the total funds invested in public welfare and charity by the Group is the portion donated by JD Foundation.

Appendix 3 Progress on the United Nations Global Compact

The United Nations Global Compact is an initiative rooted in the United Nations and its principles and values advocated by the United Nations to promote enterprises' operation and strategy to integrate the Ten Principles of the UN Global Compact of human rights, labor, environment and anti-corruption, ensuring responsible business practices. JD.com has been a participant of United Nations Global Compact since September 2021. We recognize and support the ten principles by taking strategic actions to achieve more sustainable development goals.


WE SUPPORT




Progress Updates on the Ten Principles of the United Nations Global Compact

Category	Principle	Corresponding Chapter
Human rights	Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights	Human Orientation
	Principle 2: Make sure that they are not complicit in human rights abuses	Sustainable Supply Chain
Labor standards	Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining	Human Orientation
	Principle 4: The elimination of all forms of forced and compulsory labor	
	Principle 5: The effective abolition of child labor	Sustainable Supply Chain
Environment	Principle 6: The elimination of discrimination in respect of employment and occupation	Environmental Governance and Climate Change Responses
	Principle 7: Businesses should support a precautionary approach to environmental challenges	
	Principle 8: Undertake initiatives to promote greater environmental responsibility	Corporate Governance
	Principle 9: Encourage the development and diffusion of environmentally friendly technologies	Environmental Governance and Climate Change Responses
Anti-Corruption	Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery	Green Operations
		Business Responsibility

Appendix 4 Assurance Statement





ASSURANCE STATEMENT

CN25/00002756

SGS-CSTC'S REPORT ON SUSTAINABILITY ACTIVITIES IN THE JD.COM, INC.'S ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT 2024

NATURE OF THE ASSURANCE/VERIFICATION
 SGS-CSTC STANDARDS TECHNICAL SERVICES CO., LTD. (hereinafter referred to as SGS) was commissioned by JD.com, Inc. to conduct an independent assurance of the Chinese version of JD.com, Inc. Environmental, Social and Governance Report 2024 (hereinafter referred to as the Report).

INTENDED USERS OF THIS ASSURANCE STATEMENT
 This Assurance Statement is provided with the intention of informing all JD.com, Inc.'s stakeholders.

RESPONSIBILITIES
 The information in the Report and its presentation are the responsibility of the Board of Directors and the management of JD.com, Inc. SGS has not been involved in the preparation of any of the material included in the Report.

Our responsibility is to express an opinion on the text, data, graphs and statements, including the environmental and social key performance data in Appendix 2 ESG Key Performance Tables, within the scope of assurance with the intention to inform all JD.com, Inc.'s stakeholders.

SGS hereby states that it shall not be held responsible or liable for any direct, indirect, incidental, or consequential damages or losses arising from or in connection with the use of information provided in this report.

ASSURANCE STANDARDS, TYPE AND LEVEL OF ASSURANCE
 The SGS ESG & Sustainability Report Assurance (SRA) protocols used to conduct assurance are based upon internationally recognised assurance standards including the AA1000 series of standards and ISAE3000.

The assurance of this Report has been conducted according to the following Assurance Standards:

Assurance Standard Options	Level of Assurance
AA1000AS V3 (Type 2)	Moderate

SCOPE OF ASSURANCE AND REPORTING CRITERIA
 The assurance engagement was conducted to evaluate the accuracy and reliability of the sustainability performance information included in the Report. Additionally, it assessed the extent to which the Report's content refers to the following requirements:

Reporting Criteria Options	
1	Appendix C2 Environmental, Social and Governance Reporting Code of Listing Rules by HKEX
2	GRI Standards 2021 (Reference)

ASSURANCE METHODOLOGY
 The assurance comprised a combination of pre-assurance research, interviews with relevant employees on-site at JD.com, Inc.'s headquarters located at No. 18 Kechuang 11 Street, Beijing Economic-Technological Development Area, Beijing City, P. R. China. Documentation and record review and validation where relevant.

LIMITATIONS AND MITIGATION
 Financial data drawn directly from independently audited financial accounts has not been checked back to source as part of this assurance process.



The greenhouse gas emission related data in the Report has been directly adopted from the independent third party verification data and has not been double verified in this audit. This assurance engagement was restricted to the group level of JD.com, Inc. and did not include traceability of original data from all subordinate institutions. No compliance verification was conducted in respect of Part D: Climate-related Disclosures of the Appendix C2 Environmental, Social and Governance Reporting Code of Listing Rules published by HKEX, and the climate-related verification was still implemented in accordance with the previous version of Appendix C2 Environmental, Social and Governance Reporting Guide.

STATEMENT OF INDEPENDENCE AND COMPETENCE
 The SGS Group of companies is the world leader in inspection, testing and certification, operating in multiple countries and providing services. SGS affirm our independence from JD.com, Inc. being free from bias and conflicts of interest with the organisation, its subsidiaries and stakeholders.

The assurance team was assembled based on their knowledge, experience and qualifications for this assignment.

FINDINGS AND CONCLUSIONS

ASSURANCE OPINION
 On the basis of the methodology described and the assurance engagement performed, the information and data contained within the Report verified is accurate, reliable, and provides a fair and balanced representation of JD.com's sustainability activities in 2024.

CONCLUSIONS, FINDINGS AND RECOMMENDATIONS BASED ON APPENDIX C2 ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORTING CODE OF LISTING RULES PUBLISHED BY HKEX
 The assurance team concludes that the Report has been prepared in accordance with the requirements of Appendix C2 Environmental, Social and Governance Reporting Code of Listing Rules published by HKEX. The climate-related performance disclosures have been prepared in accordance with the Appendix C2 Environmental, Social and Governance Reporting Guide of Listing Rules published by HKEX.

CONCLUSIONS, FINDINGS AND RECOMMENDATIONS BASED ON GRI STANDARDS 2021
 The assurance team concludes that the Report has been prepared with reference to the requirements of GRI Standards 2021.

FINDINGS AND RECOMMENDATIONS
 All observations pertaining to commendable practices, sustainable development activities, and managerial recommendations identified throughout the assurance process have been thoroughly documented in the Internal Management Report on Sustainability Reporting Assurance. This report has been officially presented to the relevant management divisions of JD.com, Inc. to serve as a reference for their ongoing efforts towards continuous improvement.


Signed:



For and on behalf of SGS-CSTC


David Xin
 Sr. Director – Business Assurance
 16/F Century Yuhui Mansion, No. 73, Fucheng Road, Beijing, P.R. China

Apr. 28th, 2025
 WWW.SGS.COM



Appendix 5 GHGs Verification Statement

Bureau Veritas Certification



Greenhouse Gases Verification Opinion

is awarded to

JD.COM, INC.

Bureau Veritas Certification (Beijing) Co., Ltd. was engaged to conduct an independent verification of the greenhouse gas (GHG) emissions reported by JD.COM, INC. for the period stated below. This verification opinion applies to the related information included within the scope of work described below.

Boundaries covered by the verification:

- Verification site name: JD.COM, INC.
- Verification site address: headquarter and sampled operation sites.
- Reporting period covered: 01/01/2024 to 31/12/2024

Organizational boundaries: Activities and facilities of JD.COM, INC. (consistent with the scope of JD.com's listed entities on the NASDAQ Stock Exchange in the United States) under operational control approach

Reporting boundaries: Direct GHG emissions generated in production and service processes and related management activities within the organizational boundaries, as well as significant indirect greenhouse gases emissions.

Emissions data verified under reporting boundaries:

• Scope 1 Direct GHG emissions:	2,266,323.15 tCO ₂ e
• Scope 2 Indirect GHG emissions from imported energy:	1,196,686.57 tCO ₂ e
• Scope 3 Other significant indirect GHG emissions:	6,980,973.82 tCO ₂ e
– Purchased Goods & Services (Packaging materials)	
– Fuel and Energy Related Activities	
– Upstream Transportation and Distribution	
– Waste Generated in Operations	
– Employee Commuting (Shuttle bus)	
• Total quantified emissions:	10,443,983.54 tCO ₂ e

Limitations and exclusions: Excluding scope 3 non-significant indirect GHG emissions


GHG verification protocol used to conduct the verification:

- ISO 14064-1:2018 Specification with guidance at the organization level for quantification and reporting of greenhouse gas emissions and removals
- ISO 14064-3:2019 Specification with guidance for the verification and validation of greenhouse gas statements
- Greenhouse Gas Protocol Corporate Accounting and Reporting Standard
- Greenhouse Gas Protocol Corporate Value Chain (Scope 3) Accounting and Reporting Standard

Certification body address: Room 02, 9 / F, West Office Building 1, Oriental Economic and Trade City, Oriental Plaza, No.1 East Chang'an Street, Dongcheng District, Beijing, China, 100738
Further clarifications regarding the verification scope of this opinion may be obtained by consulting the organization.
To check this opinion validity please call: +86 10 59683663

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Bureau Veritas Certification



Level of assurance:

- Reasonable assurance

GHG verification methodology:

- Interview for relevant personnel
- Review of the documentary evidence
- Evaluation of the methodology and information systems for data collection, aggregation, analysis and review
- Audit of sampled sites and data to verify source

Verification conclusion:

Based on the verification process and findings, the GHG emission data in the GHG inventory report from JD.COM, INC. is in compliance with ISO 14064-1:2018 Specification with guidance at the organization level for quantification and reporting of greenhouse gas emissions and removals, Greenhouse Gas Protocol Corporate Accounting and Reporting Standard, and Greenhouse Gas Protocol Corporate Value Chain (Scope 3) Accounting and Reporting Standard.


Statement of independence, impartiality and competence:

Bureau Veritas Group is an independent professional services company that specializes in Quality, Health, Safety, Social and Environmental management with over 190 years' history in providing independent assurance services.

No member of the verification team has a business relationship with JD.COM, INC. and its directors or managers beyond that required by this assignment. We conducted this verification independently and to our knowledge there has been no conflict of interest.

Bureau Veritas Group has implemented a Code of Ethics across the business to maintain high ethical standards among staff in their day-to-day business activities.

Lead verifier: Pin Tian **Verification date:** 31/03/2025
Statement No.: EMICN100549A **Issue date:** 01/04/2025
Version No.: No.1



Signed on behalf of
Bureau Veritas Certification (Beijing) Co., Ltd.

Certification body address: Room 02, 9 / F, West Office Building 1, Oriental Economic and Trade City, Oriental Plaza, No.1 East Chang'an Street, Dongcheng District, Beijing, China, 100738
Further clarifications regarding the verification scope of this opinion may be obtained by consulting the organization.
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Appendix 6 ESG Policy List

The following list outlines the laws and regulations that have a significant impact on the Group in relation to the issues disclosed in this report, as well as the Group's internal management policies and systems concerning these issues.

Titles		Laws and Regulations	Internal Policies	Titles		Laws and Regulations	Internal Policies
Responsible Governance	Corporate Management	Company Law of the People's Republic of China	Independence Standards for Independent Directors	Responsible Governance	Business Responsibility	Company Law of the People's Republic of China	JD Group Anti-Corruption Policy
		Securities Law of the People's Republic of China	JD.com's Policy on Board Diversity			Corporate Governance Code of the Hong Kong Stock Exchange (HKEX)	JD Group Anti-Corruption Regulations
		List Rules of the Hong Kong Stock Exchange (HKEX)	Constitution of the Nomination and Corporate Governance Committee			Corporate Governance Code of the Hong Kong Stock Exchange (HKEX)	JD Group's Commitment to Anti-Corruption
		Corporate Governance Code of the Nasdaq Stock Market	Constitution of the ESG Committee			Corporate Governance Code of the Nasdaq Stock Market	Code of Business Conduct and Ethics
		E-Commerce Law of the People's Republic of China	Regulations of JD Group on Legal Risk Grading Management			Cybersecurity Law of the People's Republic of China	JD Group Integrity Reward Policy
		Advertisement Law of the People's Republic of China	Contract Management System of JD Group			Data Security Law of the People's Republic of China	Anti-Commercial-Bribery Agreement
		Food Safety Law of the People's Republic of China	Trade Secret Management Measures of JD Group			Personal Information Protection Law of the People's Republic of China	JD Health Banquet Management System
		Law of the People's Republic of China on the Protection of Consumer Rights and Interests	Rules for Managing the Official Seal of JD Group			Scientific and Technological Progress Law of the People's Republic of China	JD Group Whistle-blower Protection and Reward System
		Anti-Monopoly Law of the People's Republic of China	Measures for the Administration of Qualification Certification of JD Group			Interim Measures for the Administration of Generative Artificial Intelligence Services	JD Group Privacy Policy and Compliance Requirements
		Anti-unfair Competition Law in People's Republic of China	JD Group Anti-Corruption Regulations			Provisions on the Administration of Algorithm-generated Recommendations for Internet Information Services	Application Development Security Lifecycle Management Regulation of JD.com
		Cybersecurity Law of the People's Republic of China	JD Logistics Safety Production Management System			Patent Law of the People's Republic of China	Data and Privacy Security Management Regulation of JD Group
		Data Security Law of the People's Republic of China	Regulations of JD Group on Legal Risk Grading Management			Trademark Law of the People's Republic of China	Network Security Management Regulation of JD.com
		Law of the People's Republic of China on Work Safety	Data and Privacy Security Management Regulation of JD Group			Copyright Law of the People's Republic of China	Information Security Incident Grading Management Requirements of JD Group
		ESG Reporting Guide from the Hong Kong Stock Exchange (HKEX)	JD Logistics Safety Production Management System				Data Classification and Grading Guide of JD Group
		ESG Reporting Guide 2.0 from the Nasdaq Stock Market					Information Security Incident Grading Management Requirements of JD Group
		Personal Information Protection Law of the People's Republic of China					Security Monitoring and Response Regulations of JD Group
							JD Group Privacy Policy for Basic Functions
							Algorithm Safety Management System of JD Group
							Patent Management Measures of JD Group
							Trademark Management Measures of JD Group
							Copyright Management Measures of JD Group
							Domain Name Management Measures of JD Group
							Trade Secret Management Measures (Trial) of JD Group
							Handbook of Patent Work
							Guidelines on Work Norms of Patent Agencies
							Open Source Software Usage Risk Prevention Guidelines of JD.com
							Source Code External Output Guidelines of JD.com

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Titles	Laws and Regulations	Internal Policies
Environmental Governance and Climate Change Responses	<i>Environmental Protection Law of the People's Republic of China</i> <i>Measures for the Administration of Voluntary Greenhouse Gas Emission Reduction Transactions</i>	<i>JD Group Environmental Management Policy</i>
Green Future	<i>Environmental Protection Law of the People's Republic of China</i> <i>Energy Conservation Law of the People's Republic of China</i> <i>Noise Pollution Prevention and Control Law of the People's Republic of China</i> <i>Water Law of the People's Republic of China</i> <i>Water Pollution Prevention and Control Law of the People's Republic of China</i> <i>Solid Waste Pollution Environmental Prevention and Control Law of the People's Republic of China</i>	<i>JD Group Environmental Management Policy</i> <i>JD Group Vehicle Management Regulations</i> <i>JD Group Shuttle Bus Riding Management Regulations</i>
Green Operations	<i>Atmospheric Pollution Prevention and Control Law of the People's Republic of China</i> <i>The Circular Economy Promotion Law of the People's Republic of China</i> <i>Wildlife Protection Law of the People's Republic of China</i> <i>Fisheries Law of the People's Republic of China</i> <i>Land Management Law of the People's Republic of China</i> <i>Forest Law of the People's Republic of China</i> <i>Opinions on Accelerating the Establishment of Product Carbon Footprint Management System</i>	<i>JD Group Business Vehicle Driver Management Regulations</i> <i>Regulations on Transportation Reimbursement Management of JD.com</i> <i>Used Carton Recycling Management System</i> <i>Regulations on the Management of Prohibited Commodities and Information on the JD's Open Platform</i>
Human Orientation	<i>Labor Law of the People's Republic of China</i> <i>Universal Declaration of Human Rights</i> <i>International Labor Organization Conventions</i> <i>Labor Contract Law of the People's Republic of China</i> <i>Constitution of the All-China Federation of Trade Unions</i> <i>Trade Union Law of the People's Republic of China</i> <i>Law of the People's Republic of China on Prevention and Control of Occupational Diseases</i> <i>Law of the People's Republic of China on Work Safety</i>	<i>JD.com's Human Rights Policy</i> <i>JD Group Employee Handbook</i> <i>JD Group Management System for Preventing Sexual Harassment in the Workplace</i> <i>Collective Contract of JD Group</i> <i>Collective Contract of JD Logistics</i> <i>JD Group Occupational Health and Safety Management Policy</i> <i>Emergent Incident Handling Guidelines</i>
Better Life	<i>Labor Law of the People's Republic of China</i> <i>Environmental Protection Law of the People's Republic of China</i> <i>Labor Contract Law of the People's Republic of China</i> <i>Food Safety Law of the People's Republic of China</i> <i>Law of the People's Republic of China on Work Safety</i> <i>Product Quality Law of the People's Republic of China</i>	<i>Green Procurement Management Bidding and Procurement Business Management Rules</i> <i>Procurement Supplier Management Measures of JD Group</i> <i>Supplier Performance Evaluation Management Rules</i> <i>Rules for the Management of Supplier Quality and Performance Issues</i> <i>JD Group Supplier Code of Conduct</i> <i>Major Incident Operation Support Mechanism</i>
Sustainable Supply Chain	<i>Labor Law of the People's Republic of China</i> <i>Environmental Protection Law of the People's Republic of China</i> <i>Labor Contract Law of the People's Republic of China</i> <i>Food Safety Law of the People's Republic of China</i> <i>Law of the People's Republic of China on Work Safety</i> <i>Product Quality Law of the People's Republic of China</i>	<i>Green Procurement Management Bidding and Procurement Business Management Rules</i> <i>Procurement Supplier Management Measures of JD Group</i> <i>Supplier Performance Evaluation Management Rules</i> <i>Rules for the Management of Supplier Quality and Performance Issues</i> <i>JD Group Supplier Code of Conduct</i> <i>Major Incident Operation Support Mechanism</i>

Titles	Laws and Regulations	Internal Policies
Better Life	<i>Product Quality Law of the People's Republic of China</i> <i>Food Safety Law of the People's Republic of China</i> <i>Advertisement Law of the People's Republic of China</i> <i>Law of the People's Republic of China on the Protection of Minors</i> <i>Regulation on the Protection of Minors in Cyberspace</i> <i>Measures for the Administration of Internet Advertising</i> <i>Law of the People's Republic of China on the Protection of Consumer Rights and Interests</i> <i>Regulation on the Protection of Minors in Cyberspace</i> <i>Law of the People's Republic of China on Protection of the Rights and Interests of the Elderly</i>	<i>Specification for Quality Risk Grading and Control of Private Brands</i> <i>JD Group Marketplace Investment Qualification Standards</i> <i>Qualification Management Rules for JD Group Retail Business Suppliers</i> <i>General Principles of JD Group Marketplace Product Quality Inspection Sampling</i> <i>General Principles of JD Group Retail Business Supplier Product Quality Inspection Sampling</i> <i>JD Group Marketplace Merchant Violation Credit Management Rules</i> <i>JD Group Supplier Violation Management Rules</i> <i>JD Retail Counterfeit Accountability Rules Product Recall Control Procedure</i> <i>JD Industrials Recall and Withdrawal Management Procedure</i> <i>JD Group Marketplace Product Shelf-Life Rules</i> <i>JD Group Brand Management Regulations</i> <i>JD Group Marketplace Product Labeling Sampling Rules</i> <i>JD Group Retail Business Supplier Product Labeling Sampling Rules</i> <i>JD Group Advertising Audit Rules</i> <i>Guidelines for Customer Service and Experience Management of JD Group</i> <i>Customer Complaint Management Mechanisms for Private Brands</i>
Serving Customers		
Giving Back to Communities	<i>Charity Law of the People's Republic of China</i>	/

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