JINGDONG

ESG Report 2025

JD.com, Inc.

Contents

About This Report

This report is the *Environmental, Social and Governance Report 2025* (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 within the reporting scope of the annual report (hereinafter referred to as "JD Group").

Reference and Principles

This report is prepared in accordance with the *Environmental, Social and Governance Reporting Code* from the Hong Kong Exchanges and Clearing Limited ("HKEX"), and with reference to 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). Climate-related disclosures in this report are prepared with reference 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, 2025, to December 31, 2025 (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," "balance," "quantitative," 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 "Stakeholder Communication" and "Material Issues."

Balance

This report aims to provide an impartial account of our performance in a number of areas, including the environment, employees, supply chain, products and 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 methods, 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 reports 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 version can be accessed on the Group's "Investor Relations" website.

Message from Chairman of the Board

Richard Qiangdong Liu
Founder and Chairman of JD.com

In 2025, global technological innovation advanced at an unprecedented pace, with digital technologies profoundly reshaping industrial structures and consumption patterns. Embracing the opportunities of this new era, JD.com has steadfastly pursued its mission of **"Making Lives Better through Technology,"** upheld its strategic positioning as "a technology and services enterprise with supply chain at its core," and leveraged technological innovation to enhance operational efficiency and drive industrial upgrading, and promoted long-term sustainable development through responsible governance.

Sound governance is a cornerstone of JD.com's long-term development. The Board of Directors, as the highest decision-making body for JD.com's ESG management, oversees the advancement of related work through the ESG Committee. JD.com has strengthened risk governance, achieving closed-loop management of risk identification, monitoring, and response through digital platforms. The Group has also continuously reinforced information security and privacy protection governance by building a three-tier security governance framework and steadily improving data security capabilities through regular security testing and system certifications, fostering a secure and trustworthy digital ecosystem for users and partners. Amidst the booming development of AI, we have proactively formulated the *Artificial Intelligence Governance Framework*, emphasizing that AI development should respect social ethics and moral values, and guiding its application toward beneficial and responsible use.

Green development is a defining characteristic of JD.com's long-term growth. JD.com continues to advance the development of its environmental and climate governance framework, identifies climate-related risks and opportunities through scientific scenario analysis, and integrates environmental responsibility into corporate operations and strategic decision-making. By continuously optimizing energy use, building a low-carbon transportation system, and advancing intelligent warehousing, JD.com has steadily promoted its operations toward a greener and more sustainable direction. Two logistics campuses under JINGDONG Property have obtained zero-carbon park or carbon neutrality certifications. The number of self-operated new energy vehicles of JINGDONG Logistics increased from 5,418 in 2022 to more than 14,000. We continue to expand the use of green electricity and have decided to fully adopt green electricity at the JINGDONG Global Headquarters Beijing Campus starting from 1 January 2026. In the retail sector, the "Green Impact Initiative" continues to enhance consumer awareness and support product promotion, contributing to the development of sustainable consumption.

Social responsibility is JD.com's enduring commitment throughout its long-term development. As a platform enterprise connecting hundreds of millions of consumers with industry partners, JD.com has consistently placed strong emphasis on the development of its employees and workers in new forms of employment. The Group became the first platform to provide full-time delivery riders with full coverage under the "social insurance and housing provident fund" and to sign formal employment contracts with them, marking an important step forward in advancing the protection of rights and interests for workers in new forms of employment across society. We attach great importance to employee development and have been named to Forbes World's Best Employers list for the ninth consecutive year. We have long been committed to supporting people with disabilities and have received a national-level honor in this field. We continue to strengthen sustainable supply chain capabilities and were once again included in the ranking of Gartner Supply Chain Top25, rising three places compared with 2024.

Looking ahead, JD.com will remain committed to long-term, sustainable growth by advancing technological innovation and strengthening its supply chain capabilities. Embracing an open and collaborative approach, we will work closely with industry partners to enhance industrial efficiency and promote green development. By continuously aligning commercial success with social value, JD.com aims to build greater resilience in a rapidly evolving landscape and contribute to a better future for its users, partners, and society at large.

Board Statement

The Board of Directors of JD.com 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 mechanisms. The Board authorizes the ESG Committee to review ESG strategies and oversee the progress of ESG work. The Strategy Execution Committee (SEC) leads the ESG Working Group, develops ESG strategies and priorities, incorporates ESG risk management into the Group's Code of Conduct, coordinates the identification and management of climate-related risks and opportunities, and works with 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 developed a matrix of material issues (which is fully disclosed in the "ESG Governance" section).

This report provides a detailed disclosure of the progress and achievements of the Group's ESG work in 2025. This report, which underwent a third-party moderate level of assurance, is reviewed and approved by the Board.

About JD.com

JD.com consistently upholds the values of **"Customer First, Innovation, Dedication, Ownership, Gratitude, and Integrity,"** embraces **"Making Lives Better through Technology"** as its mission, and is committed to becoming the most trusted 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 the NASDAQ. In June 2020, JD.com completed its 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 2025, JD.com further reinforced its positioning as "a leading supply chain-based technology and service provider," strengthened the intelligence, coordination, and resilience of its supply chain system, and continued to enhance its efficient, stable, and reliable super supply chain capabilities. The Group opened its technological capabilities and infrastructure to partners, brands, and a wide range of industry applications, delivering more comprehensive and tailored solutions while promoting collaborative innovation and value co-creation across the industry value chain. While helping partners achieve digital and intelligent transformation, cost reduction, and efficiency improvement, JD.com continued to play a leading role, providing strong momentum for the global expansion of the real economy and the development of new quality productive forces.

Annual Honors and Awards

ESG Ratings 2025

MSCI ESG Rating

AA

S&P Global ESG Score

71[1]/100

CDP Climate Change Score

B

Selected in **S&P Global *Sustainability Yearbook*** for four consecutive years (2023-2026)

Selected in **S&P Global *Sustainability Yearbook (China Edition)*** for four consecutive years[2] (2023-2026) and selected among the **Top 1% CSA Scores** for Chinese companies in 2025

Selected in the **Dow Jones Best-in-Class World Index** for three consecutive years (2023-2025)

Selected for the **Fortune China ESG Impact List** for four consecutive years (2022-2025)

Selected for Forbes **World's Best Employers List** for nine consecutive years

Ranked on the **Fortune's "Most Admired Chinese Companies" List** for fifteen consecutive years (2011-2025)

Selected for the **Forbes China "2025 ESG Top 50" list**

Ranked on the **Fortune "Global 500" List** for ten consecutive years, and **ranked 44th globally** in 2025

Selected for the **Gartner Global Supply Chain Top 25** for two consecutive years (2024-2025), **ranking 22nd** in 2025

Awarded the **Bloomberg Green Gold 2026 Watch List** under the **"ESG Leading Enterprise Award" category**

[1] The score is based on the rating result as of April 30, 2026.

[2] Since S&P Global released the *Sustainability Yearbook (China Edition)* in 2023, JD.com has been selected for four consecutive years.

01

JD.com adheres to the governance philosophy of **"Compliance Enables Development"** and continues to strengthen its corporate governance structure and internal control system. The Group strictly upholds business ethics and compliance management standards, reinforces information security and data privacy protection, and advances the deep integration and application of technological innovation in industrial upgrading and daily life.

Responsible Governance

Annual Key Performance Highlights

In 2025

JD.com conducted online compliance training and examinations for all employees, achieving a

100%

completion rate

In 2025

JD.com employee signing rate of anti-corruption commitment letters (including interns, consultants, and other labor personnel)[3] reached

100%

In 2025

JD.com platform proactively intercepted risky transactions involving an amount exceeding

RMB **4.32** billion

In 2025

JD.com conducted

2.72 billion

security tests

In 2025

Nearly

9,000

employees of JD.com were recognized with patent-related awards

As of the end of 2025

JD.com's cumulative number of domestic and overseas patents granted reached

13,971

and the cumulative number of domestic and overseas patent applications reached

26,220

In 2025

Zero

violations relating to information security or privacy protection occurred at JD.com in 2025

Zero

fines were imposed in relation to information security vulnerabilities or cybersecurity incidents

[3] Refers to employees in the Chinese Mainland.

Corporate Governance

JD.com has established a board governance structure with clearly defined authority and responsibilities and efficient decision-making, and continues to advance the standardization of its corporate governance. The Group places a high priority on risk management and internal control, strictly adheres to business ethics and compliance principles, and continuously improves its compliance management system to ensure that the Group's business activities are lawful and compliant.

Corporate Governance

JD.com has established a corporate governance structure centered around the Board of Directors, with the Audit Committee, Compensation Committee, Nomination Committee, and ESG Committee operating under the Board. These committees provide coordinated oversight and guidance, with clearly defined responsibilities, in support of the Group's strategic execution and business operations, thereby ensuring the sound operation and continuous improvement of the corporate governance mechanism. The Audit Committee is chaired by an independent director, and all members have expertise in finance or risk management. The Compensation Committee and the Nomination Committee are both composed entirely of independent directors and chaired by independent directors. 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.

Board Diversity

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. The appointment and performance of all independent directors are in compliance with the *Independence Standards for Independent Directors* and the *JD.com's Policy on Board Diversity*. As of the end of the reporting period, Board members have diverse professional backgrounds, covering various fields such as law, finance, accounting, economics, and social sciences, providing professional support for the Group's strategic planning and diversified business operations. In 2025, the Group's Board of Directors comprised 9 directors, including 7 independent directors and 5 female directors.

Board Effectiveness

We continue to focus on the effectiveness of the Board of Directors. During the reporting period, we distributed self-assessment questionnaires to gather Board members' feedback on the Board's overall performance, covering areas such as Board composition, meeting procedures, and decision-making quality, so as to continuously enhance the Board's effectiveness.

[4] Refers to Chief Compliance Officer.

Risk Governance

JD.com continues to strengthen its risk management and internal control framework across strategy, operations, and compliance, while clarifying the respective responsibilities of the Board of Directors and the management. The Group has further advanced the development of risk culture, optimized its response measures, and revised the *Regulations of JD Group on Legal Risk Grading Management*, thereby comprehensively enhancing its risk prevention and control capabilities and ensuring the Group's steady and compliant operations.

Risk Governance System

JD.com has established a clear risk governance structure, and continues to strengthen its investigation and handling capabilities. We enhance the granularity of risk management and risk control capabilities within CCO[4] system, focusing mainly on four key areas, including regulatory compliance, legal affairs, operations, and information security.

Board of Directors
- Provides overall oversight and guidance on risk governance

Security and Risk Control Committee
- The Chief Compliance Officer chairs the Security and Risk Control Committee
- Appoints a Chief Security Officer to be responsible for ensuring the stability, reliability, and security of the Group's digital infrastructure and information systems

Special Task Force
- Integrates resources from risk control leaders across BGBUs to implement comprehensive risk governance in all dimensions
- Establishes a regular meeting mechanism at least once a week to strengthen risk information exchange and cross-sub-group collaborative decision-making

The Subordinate Departments Directly Managed by CxO
- Promotes the continuous and dynamic monitoring of business risks and systematic governance
- Updates management and relevant department regularly on in-depth reviews of major risk cases and results through management meetings, monthly business analysis meetings, and special reporting mechanisms

Risk Governance Framework of JD.com

JD.com continues to advance a risk management model centered on "early identification and early warning." By establishing a closed-loop mechanism covering risk identification, event assessment, response and handling, hazard governance, and effectiveness evaluation, the Group has achieved systematic control over various types of risk. The Group continuously optimizes the risk management processes to improve the accuracy of risk identification and the timeliness of early warnings and strengthen its ability to respond to market changes and potential risks, thereby effectively safeguarding the Group's steady operations and the lawful rights and interests of consumers.

Risk Assessment

JD.com conducts risk identification in strict accordance with the ISO 31000 standard risk management processes. We continuously trace the underlying causes of risk sources, identify the specific scenarios in which risk events may arise across the entire business value chain and assess their likelihood, and evaluate their potential impacts on the Group's financial position, operations, compliance, reputation, and other dimensions.
We strengthened digital and intelligent risk control management to enable comprehensive quantification and visualization of risk and compliance management. The Group's compliance platform integrates risk data across business lines and categorizes based on the nature, scope, and severity of the risks. Managers at all levels are empowered to identify and monitor existing risks and potential threats within their purview in real time, thereby supporting the formulation of scientific and effective management decisions.

In terms of processes and mechanisms, the Group has integrated risk management and assessment standards throughout the entire lifecycle of its products and services, and has established and implemented rigorous risk review procedures that require potential risks to be identified during business self-assessments, thereby ensuring "source-level identification and mitigation." For key strategic projects, we apply customized assessment mechanisms and use in-depth reviews and specialized stress tests to ensure that response measures are highly targeted and forward-looking.

The Group conducts risk audits on an annual basis. In 2025, based on business development, historical risk findings, and other factors, we comprehensively assessed the year's key audit focus areas and formulated the annual audit plan, covering all business operations, business lines, and key process links across the Group. For significant risk issues identified during the audit process, online tracking, rectification and follow-up activities will be conducted through the internal system to ensure that detected risks are effectively managed.

Risk Identification and Response

The Group relies on the COSO risk management framework for systematic assessment of potential risk exposures. Its governance system covers 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. Through comprehensive risk identification and targeted response measures, the Group keeps risks under effective control and further strengthens operational resilience.

The Group proactively identifies and responds to emerging risks. The following outlines two emerging risks we have identified, along with the corresponding response measures.

Risk Category	Risk Description	Risk Impact	Response Measures
Supply chain resilience and compliance risks under geopolitical changes	• The global geopolitical landscape continues to evolve, and factors such as regional conflicts, international sanctions and trade policy adjustments place higher demands on the stability of cross-border supply chains and corporate compliance management. As a dual-listed enterprise on NASDAQ and HKEX, the Group is facing rising geopolitical uncertainties in its cross-border business, international supply chain and overseas investment.	• Tensions in international trade policies, as well as instability in the Middle East and the Red Sea region, may affect oil prices and the cross-border procurement and logistics of certain goods, potentially leading to supply disruptions of key product categories or increased costs. • Changes in compliance requirements such as audit supervision and cross-border data transmission brought about by fluctuations in China-US and China-EU relations have increased corporate compliance costs and operational uncertainties.	• We establish a diversified supplier system and alternative logistics channels, reduce the dependence on a single region or a single supplier, and improve the supply chain resilience. • We continuously track changes in regulatory policies in China, the United States, and major trading partners, and establish a sound cross-border compliance management system to ensure compliance in key aspects. • We strengthen supply chain due diligence.
Product and supply chain transition risks under sustainable consumption trend	• With growing public environmental awareness and stronger policy guidance, consumer preferences for green, low-carbon and traceable products are rapidly taking shape. At the national level, efforts are being actively made to promote green consumption and the development of a carbon labelling system. For certain product categories, green certifications and environmental labels have gradually become important references for consumers in their purchasing decisions. As a major retail platform connecting brands, suppliers and consumers, the Group's ability to adapt its product portfolio, supply chain management and information disclosure practices to this trend in a timely manner will directly affect the platform's long-term competitiveness and brand value.	• If the supply of green goods on the platform is insufficient or the green labeling system is imperfect, it may lead to the loss of user groups with sustainable consumption preferences to competitors, which may affect the stickiness and transaction scale of platform users. • Small and medium-sized suppliers in the upstream of the supply chain have uneven capabilities in green transformation, and some suppliers may not meet the increasingly stringent environmental compliance requirements and green certification standards, resulting in interruption of product supply or transmission of quality risks to the platform. • The accelerated advancement of the national carbon labeling system and green product certification system may impose higher requirements on the granularity and accuracy of product information disclosure on the platform. A delayed response could expose the platform to compliance risks and regulatory pressure.	• Leveraging green consumption platforms such as the Group's "Green Impact Initiative," we continue to expand the range of green product categories, enhance on-platform labeling and filtering functions for green products, and lower the barriers for consumers to identify and purchase sustainable options. • Through supply chain decarbonization initiatives, we provide upstream and downstream suppliers with guidance and support on green supply chains, low-carbon technologies, and science-based carbon targets, helping them strengthen environmental compliance and advance green production practices. • We actively participate in national pilot programs for carbon labeling and green product certification systems. For example, leveraging the capabilities of the "SCEMP" system, we conduct full lifecycle carbon footprint certification for branded products in accordance with ISO 14067:2018 and GB/T 24067-2024 standards.

Every year before major promotional events such as "618" and "11.11" shopping festivals, we plan and conduct a series of technical drills including simulation tests, stress tests, and contingency plan responses. Through multi-level assessments, we continuously refine system capacity planning and stress testing mechanisms, strengthen the emergency response system, and enhance capabilities for diagnosing and resolving system issues, ensuring the stable operation of important activities.

Risk Culture Building

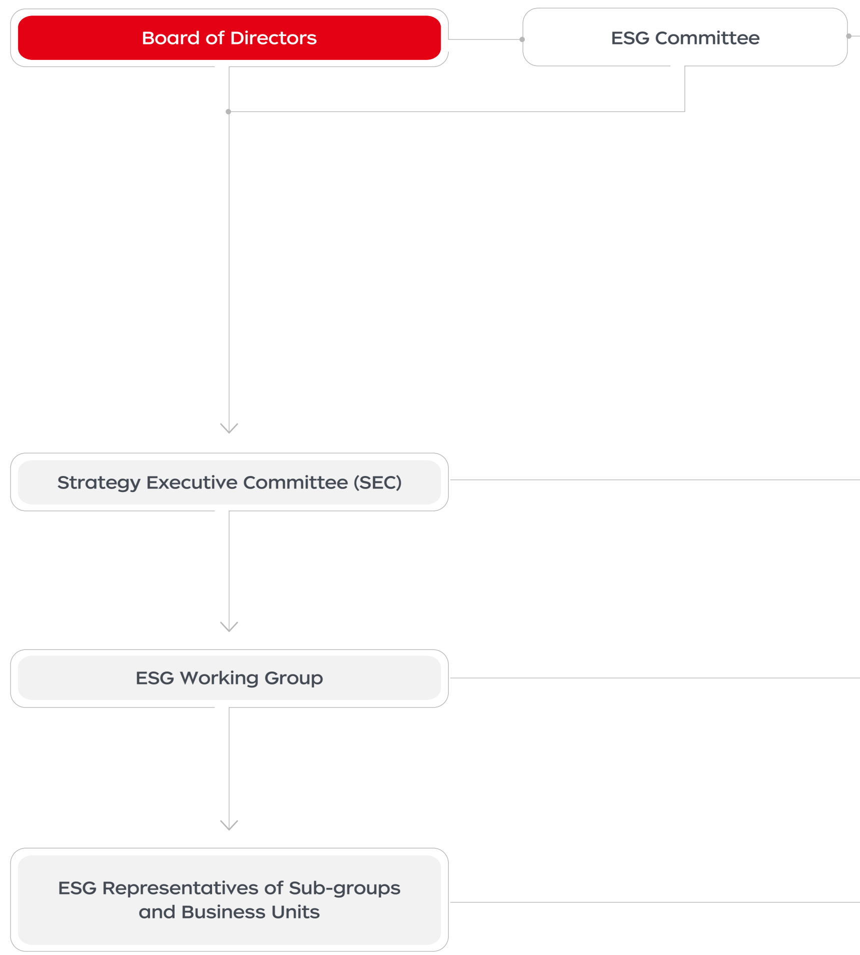
JD.com is committed to building a risk control system characterized by "broad participation and senior-level accountability." We conduct Management Self-Assessment (MSA) tests on a regular basis to enable dynamic monitoring of key process links across each business line. To reinforce the rigor of risk control governance, the Group has established an incentive mechanism that closely links risk indicators to executive performance, with the annual assessment scores of business group heads directly tied to internal control assessment results. Risk self-assessment and reporting follow the "direct reporting system for major matters," ensuring that material risk information is escalated to management and, where necessary, directly to the Board of Directors and its Committees in a timely and comprehensive manner.

Leveraging the integrated risk reporting function of the compliance management platform, the Group enables all employees to report compliance risks with one click. Through an intelligent routing mechanism, the system automatically directs risk signals to the relevant functional heads, ensuring a closed-loop handling process that is traceable and reviewable.

The Group regards the cultivation of risk awareness as pivotal to building organizational capabilities. In 2025, the Group organized 40 risk control training sessions in various formats, including case-based instruction and hands-on drills, reaching over 7,800 participants in total.

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 Group's ESG-related matters.



- 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.

ESG Governance Structure of JD.com in 2025

Stakeholder Communication

JD.com values communication, interaction, and collaboration with stakeholders, continuously listens to and collects their opinions and feedback, and has established a timely response mechanism. By identifying and understanding stakeholders' expectations and demands, the Group effectively integrates relevant feedback into strategic planning and business decisions.

Stakeholder Communication

Stakeholders	Communication Channels
Consumers	• Online and offline communication channels including Apps/Websites/Stores • 7×24 customer service hotline • Media communication • Consumer surveys
Employees	• All-staff emails, communication meetings, forums, employee representative congress, training sessions, and feedback mechanisms • 400 employee service hotline • Email: bigear@jd.com • The Group's anti-corruption reporting channels
Shareholders and Investors	• Phone calls, meetings, and company visits • Corporate annual reports, quarterly reports, and announcements • Roadshows • Shareholders' meeting
Government and Regulatory Bodies	• Regular reporting and communication • Ad hoc industry forums and conferences • Field investigations • Cooperation agreements signing and strategic partnership establishment • Response to inquiries for listed companies from regulatory bodies
Value Chain Partners	• Daily procurement, training, and evaluation • Supplier conferences • Media communication • Public information released by "Jing Dian" Academy and "Jing Mai" Platform
Communities and Environment	• Charity programs and fundraising platforms • Participation in activities organized by media partners • Industry forums and community events • Organization of volunteer activities • Various ESG-related questionnaires

Material Issues

JD.com conducts at least one material issues identification and analysis annually. In 2025, based on the regulatory environment, industry policy directions, and business development trends, and with a focus on the latest exchange regulations, capital market rating frameworks, and peer benchmarking, we identified and screened 23 material issues. Through the distribution of stakeholder surveys, we conducted a systematic materiality analysis and priority ranking of the 23 ESG issues, providing decision support for the Group's strategic planning and ESG management.

Material Issues Identification Process

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, employees, value chain partners, community representatives, non-profit organizations/NGOs, and the management. A total of 2,995 valid responses were collected.

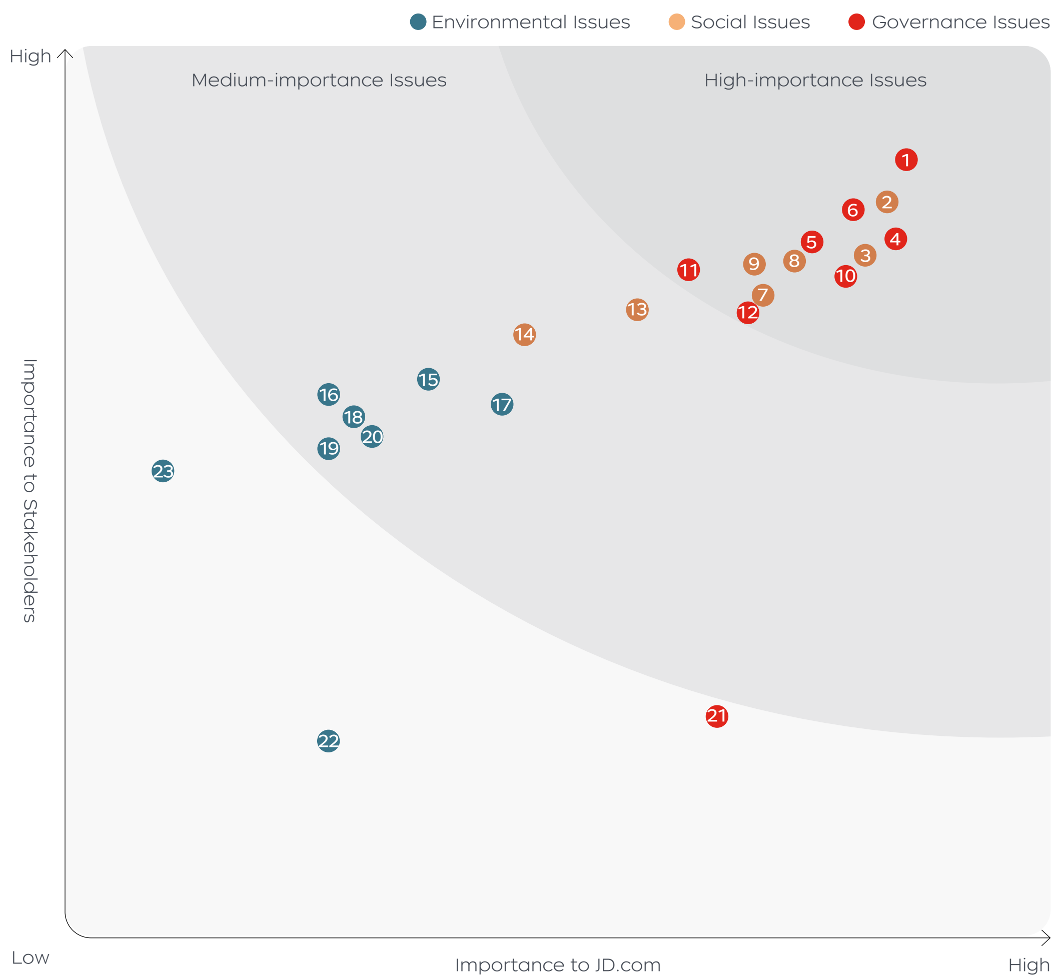
Material Issues Confirmation and Matrix Adjustment

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

Review of the Materiality Matrix

- The final list of key issues and the materiality matrix were submitted to the Board's ESG Committee for review and approval.

The Materiality Matrix of JD.com in 2025



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 Employment and Labor Rights
- 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 Inclusive Technology and Innovation
- 11 Responsible Marketing
- 12 Corporate Governance
- 21 Intellectual Property Protection

As a technology and services enterprise with supply chain at its core, JD.com incorporates material issues into its overall risk management and strategic decision-making framework, and dynamically assesses the impact of relevant risks and opportunities on value creation across its core business segments. During the year, the Group systematically assessed the impacts of its ESG key issues on stakeholders and the Group's business operations. Data security and privacy protection, product and service quality, supply chain management, and environmental management have been incorporated into the performance evaluation framework, with ESG goals and performance outcomes linked to management compensation.

Impact Analysis of Corporate Material Issues

Material Issues	Impact Description	Impact on the Group's Business Operations	Impact Category	Response Measures	Targets and Progress
Data security and privacy protection	**Risk** In the process of serving hundreds of millions of users, the Group processes massive volume of data across diverse scenarios, including e-commerce, logistics, finance, and healthcare, and extensively applies AI technologies in areas such as recommendation, supply chain optimization, warehousing management, customer service and delivery scheduling. Inadequate data management or deficiencies in AI governance may give rise to risks such as data breaches, algorithm bias, and non-compliance with privacy regulations, which in turn may result in regulatory penalties, reputational damage, and increased compliance costs.	The Group continuously processes large volumes of personal information, transaction data, and supply chain operational data across its retail, logistics, health, technology and other businesses, and extensively applies AI technologies in areas such as e-commerce recommendation, automated warehousing, and delivery scheduling. Incidents such as data breaches, system intrusions may lead to business interruption, impaired user experience, and reputational damage, and may also result in additional expenditures, including regulatory fines, legal expenses, customer compensation, and system remediation costs. Such incidents could undermine user trust and reduce platform transaction volume, while increasing compliance and technology governance costs.	Cost	• A comprehensive security monitoring system has been established, covering key areas such as network traffic, application systems, infrastructure, and source code. Leveraging the Group Security Emergency Response Center, the Group continuously strengthens its capabilities in security intelligence analysis and vulnerability protection. • At the technical level, the Group has independently developed and established the Dawn Security Lab, proposing systematic detection solutions targeting potential security risks in container orchestration platforms and similar systems. At the same time, we have established an AI algorithm security assessment and ethics review mechanism, implementing full lifecycle risk management for core AI applications to ensure the fairness, transparency, and compliance of algorithmic decision-making. • At the business level, through technical measures such as proxy phone numbers and the "Smile Mask Waybill," user mobile phone numbers and waybill information are anonymized to reduce the risk of data leakage during logistics and business cooperation, and to further strengthen the protection of users' personal information.	**Target:** Maintain zero major information security incidents **Progress:** Zero violations in information security and privacy protection. RMB 0 in related fines
Product and service quality	**Opportunity** Continuous optimization of product and service quality helps enhance consumer satisfaction and repurchase rates, strengthen brand trust in the platform, and improve supply chain coordination efficiency. A high-standard quality management system can also reinforce the Group's competitive advantages in e-commerce and digital services, supporting long-term business value growth. The Group continues to improve the quality of its products and services, enhancing consumer satisfaction and brand trust. In the food delivery business, we adopt "quality food delivery" as its differentiated positioning, leveraging its supply chain capabilities and quality control system to provide high-quality instant delivery services, expand service scenarios, and cultivate new growth drivers. At the same time, the Group's leading practices in protecting labor rights and interests, such as rider compensation guarantee and contribution to the "social insurance and housing provident fund", help establish a responsible corporate image and enhance brand reputation and social recognition.	Relying on the advantages of digital technology and supply chain capabilities, the Group continuously improved its product quality management, logistics and after-sales service systems covering both self-operated and third-party merchants, effectively enhancing consumer trust and purchase conversion rates, while reducing return and exchange costs arising from quality issues. In terms of food delivery business, we have entered the market with "quality food delivery", opening new growth drivers with higher food safety standards and delivery quality. At the same time, providing full-time delivery riders with coverage under "social insurance and housing provident fund" and ensuring reasonable compensation helps reduce staff turnover, improve service stability, and strengthen brand premium capability through a responsible corporate image, thereby supporting long-term value creation.	Revenue	• The Group has established a full life-cycle quality management system covering product production, warehousing, sales, and after-sales services. Through continuous upgrading of "JD Intelligent Identification System", the Group implements early warning and proactive interception of potential quality risks. Strict merchant onboarding standards and product quality sampling mechanisms are also in place to ensure product quality and safeguard consumer experience on the platform. • In 2025, the Group participated as one of the first pilot enterprises in the "Verification of Online Sale of Key Product Quality and Safety Label" program launched by the State Administration for Market Regulation. Through "one item, one code" technology, a "product digital identifier" is displayed on product pages, enabling consumers to conveniently access quality information such as the manufacturer, applicable standards, and inspection reports. • The Group continues to promote the "Trusted Quality" initiative, addressing insufficient transparency of quality information by formulating differentiated quality standards and introducing quality certification labels. • In terms of food delivery business, we take "quality food delivery" as its core positioning, establishing strict food safety access standards for merchants and delivery quality specifications, and providing consumers with high-quality instant delivery service experience.	**Target:** Achieve zero product recalls due to quality issues **Progress:** Maintained zero product recalls for own-brand products in 2025

Impact Analysis of Corporate Material Issues

Material Issues	Impact Description	Impact on the Group's Business Operations	Impact Category	Response Measures	Targets and Progress
Supply chain management	**Risk** The Group has built an industry-leading self-operated supply chain system, covering core links such as supplier management, intelligent procurement, warehousing operation, logistics distribution and inventory management. Supply chain disruptions relating to supply assurance, quality control or logistics coordination may affect the timely delivery of products or services, increase operating costs and negatively impact customer experience and brand reputation.	Supply chain disruptions, unstable supplier performance or shortages of critical supplies may lead to order delays, inventory backlogs and decreased customer satisfaction, increasing operating costs and impairing revenue growth capabilities. Especially during large-scale promotional activities such as "618" and "11.11" shopping festivals, the impact of supply chain risks may be significantly amplified, which will have a direct impact on the Group's sales revenue, operating efficiency and financial performance.	Cost	• Relying on over 1,600 warehouses nationwide and a warehousing network composed of nearly 200 facilities in 25 countries around the world, the Group has effectively managed the surge of orders and logistics pressure during peak periods such as "618", "11.11" shopping festivals and extreme weather through intelligent scheduling, dynamic inventory management and multi-warehouse collaboration mechanism, and ensured the timely distribution of goods. • The Group implements supplier qualification access, regular audits and performance evaluations to ensure the performance capability and compliance of key suppliers. • The Group implements internal supplier ESG audits to continuously promote suppliers' improvement in environmental, social responsibility and governance. Through regular distribution of assessment questionnaires, we quantitatively assessed the ESG governance level of suppliers and improved the overall resilience of the supply chain.	**Target:** Maintain zero annual supply chain disruption events **Progress:** Zero supply chain disruptions were recorded in 2025

Analysis of Material Issues of External Stakeholders

Material Issues	Stakeholders	Impact Category	Relevance and Materiality of Stakeholders	Output Metrics	Impact Assessment	Impact Indicators
Data security and privacy protection	Consumers, value chain partners	Both positive and negative impacts	• Strengthening information security and privacy protection will help ensure the security of consumers' personal data and funds, and enhance user trust and platform stickiness. At the same time, it protects the business data and transaction information of merchants and supply chain partners, maintains a fair competitive environment, and promotes the healthy development of the digital economy. • Inadequate information security management or data breaches may lead to abuse of consumer privacy, property loss and decrease in trust. At the same time, it leads to merchant data breaches, commercial disputes and even supply chain risks, disrupts market order, and has a great impact on public trust and industry stability.	Number of data breaches occurred	• Effectively mitigate social costs, including potential data breaches, system intrusions, and related legal dispute costs, thereby minimizing the negative impact on trust among users, partners, and society. • Potential loss = number of users affected in the data breach × potential loss for a single user	• The number of violations in the field of information security and privacy protection for the year was 0 • Social cost avoided = number of users affected in the data breach (0) * single user potential loss =0

Analysis of Material Issues of External Stakeholders

Material Issues	Stakeholders	Impact Category	Relevance and Materiality of Stakeholders	Output Metrics	Impact Assessment	Impact Indicators
Product and service quality	Consumer	Both positive and negative impacts	• High-quality products and services can ensure consumer safety and experience, reduce health and property risks caused by quality problems, and improve consumer satisfaction and trust. At the same time, the Group promotes merchants to improve product standards and service levels, fosters healthy market competition, and has a positive impact on the social consumption environment and high-quality economic development. • If the product quality is not up to standard or the service is not in place, it may lead to an increase in consumers' personal safety risks, economic losses and rights protection disputes, and weaken the public's trust in the platform and e-commerce industry. At the same time, it causes problems such as counterfeiting and false advertising, disrupts the market order, and adversely affects the overall consumer confidence of society. • In the field of food delivery business, we entered the market with the positioning of "quality food delivery," and protected the rights and interests of consumers through higher food safety and delivery quality standards. At the same time, the Group provides full-time delivery riders with social insurance and housing provident fund and fair compensation standards, and promotes the protection of the rights and interests of workers in the platform economy, which has a positive demonstration effect on improving the employment environment of the industry and promoting social fairness.	Number of management system certifications	• Through the management system certifications, the Group ensures the continuous compliance of the quality of products and services, and effectively prevents the adverse impact of quality accidents on consumers and society.	• Quality System Certification: ISO 9001 Quality Management System Certification • FSSC 22000 Food Safety System Certification • GB/T 27922-2011 Commodity After-sales Service Evaluation System Certification
Supply chain management	Value chain partners	Both positive and negative impacts	• Leveraging the integrated warehousing and distribution network built by JINGDONG Logistics, robust supply chain management helps enhance collaboration efficiency between merchants and suppliers, ensures order fulfillment and logistics timeliness, and reduces operational risks and costs. At the same time, it drives greater transparency and standardization across the supply chain, promotes fair trade and sustainable development, and contributes positively to industry stability and the efficient allocation of social resources. • Poor supply chain management may lead to delayed delivery, inventory discrepancies and partnership disputes, impacting business operations and partner profits. It can also cause product quality issues or supply disruptions, disrupting market order, reducing consumer trust, and negatively affecting social supply security and economic stability.	Number of supply chain disruption events	• Potential social costs are effectively mitigated through the effective management of the supply chain to prevent risks such as supply disruptions, quality issues, and compliance violations, thereby reducing economic losses and social conflicts and minimizing negative impacts on stakeholders. • Social costs avoided = number of supply chain disruption events × average customer loss/event	• Annual supply chain disruption events: Zero • The economic loss of customers caused by supply chain interruption is 0 RMB • Social cost avoided = supply chain disruption events (0) × average customer loss/event =0

Compliance Management

JD.com upholds the management principle of **"Compliance Enables Development"** and has established a compliance management system centered on the "Three Lines of Defense," implementing systematic management across five key dimensions. Through comprehensive promotion, joint accountability, and targeted rewards, among other mechanisms, we continue to advance the effective execution of compliance management and ensure the Group's compliant operations.

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	Second Line of Defense	Third Line of Defense
All Employees	**Professional Risk Management Teams (Legal, Finance, Information Security, and Risk Control)**	**Independent Supervision and Audit Team**
Each employee is familiar with and firmly adheres to JD.com's compliance system by resisting temptations and maintaining compliance standards.	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.	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 provides an annual assertion on the effectiveness of internal controls over financial reporting.

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.

Targeted Rewards

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

Joint Accountability

In the event of a major compliance issue, "ABC accountability" and related penalties will be imposed.

Compliance Management System of JD.com

JD.com continues to enhance the data and algorithm compliance management system. We formulate multiple compliance guidelines and operating manuals related to data and algorithms, and embed relevant laws and regulations into large language models and key business system processes, 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 interaction. This enables self-driven compliance assessments and risk prevention and control.

The Group has established a compliance training mechanism that covers all employees, requiring every employee to participate in at least one compliance training session each year. We have further refined a multi-tiered, role-based compliance training program, and provide tailored training based on employees' organizational level and job roles to build the Group's compliance culture. In 2025, the Group rolled out online compliance training and examinations for all employees (including interns), covering key areas including legal and security compliance, anti-corruption compliance, information security compliance, and prevention of workplace sexual harassment, achieving a completion rate of 100%. In addition, the Group organized over 1,700 in-person compliance training sessions during the year, with total employee participation exceeding 150,000 times.

At the same time, the Group continued to operate a 7×24 online compliance consultation service and deployed a compliance robot with automatic response capabilities to provide real-time support for compliance issues encountered by employees during their learning and practice process. We utilized the online learning system to accurately assign compliance training tasks, and set due date reminders, tracking learning progress and providing supervision and administration, continuously improving the coverage, efficiency, and effectiveness of compliance training.

Business Responsibility

JD.com integrates business responsibility into its development and is committed to building an integrity- and compliance-driven business ethics management system, strengthening safeguards for data security and privacy protection, and advancing sustainable development through technological innovation to deliver long-term value for users, partners, and society.

Business Ethics

Guided by the principle of honest operation, the Group upholds the highest standards of business ethics, reinforced by a multi-layered oversight framework and a strict zero-tolerance stance on any breaches. We also reinforce the integrity culture through internal training and practice business with a high sense of social responsibility.

Business Ethics System

The Group strictly complies with domestic and international laws and regulations and conducts its business activities in accordance with applicable legal and compliance requirements. The Group has established and improved internal policies, including the *JD Group Anti-Corruption Regulations*, the *JD Group Whistleblower Protection and Reward Policy*, and the *JD Group Integrity Reward Policy*. We have continued to strengthen the anti-corruption integrity assessment management system based on the three lines of defense, with the supervision department and other designated functions authorized to take full responsibility for ad hoc self-inspections of corrupt conduct, as well as corruption prevention, investigation, and governance. Findings of corruption investigations will be reported directly to the Group CEO to ensure the independence and objectivity of whistleblower intake and verification procedures.

In 2025, Beijing JD Zhaohong Trade Co., Ltd. and Beijing JD Century Information Technology Co., Ltd., both of which have obtained the ISO 37001 certificate under the group, have completed the annual review work. Meanwhile, we have encouraged other key entities to reinforce internal governance and undertake self-assessments in accordance with internationally recognized standards. We also continue to support more subsidiaries in obtaining business ethics system certification, further strengthening our overall compliance and responsible management capabilities.

Anti-Corruption Management

The Group requires all full-time employees to sign the *JD Group Employee Handbook* and the *JD Group's Commitment to Anti-Corruption*. In 2025, the employee signing rate of anti-corruption commitment letters (including interns, consultants, and other types of personnel)[5] reached 100%. At the same time, we link anti-corruption management to employees' compensation and incentives to reinforce integrity requirements. In cases of violations of the *JD Group Anti-Corruption Regulations*, the Group imposes serious disciplinary actions on the employees involved, depending on the severity of the offense, including termination of employment and cancellation of granted options and shares.

The Group conducts unscheduled anti-corruption internal audits on an annual basis. During the reporting period, the Group conducted and concluded investigations into a total of 205 corruption cases, including 194 cases of commercial bribery and 11 cases of embezzlement, as well as internal investigations into 32 conflict of interest incidents[6]. In addition, 26 employee corruption cases transferred by the Group to judicial authorities for handling, including cases transferred in previous years, were concluded during the reporting period. The number of corruption litigation cases involving JD.com as a defendant was 0.

During the reporting period, the Group recorded no insider trading incidents[7].

[5] Refers to employees in the Chinese Mainland.

[6] Definition of Conflict of Interest Incidents: A situation where the private interests of an individual or organization are inconsistent with their professional responsibilities or the interests of the group, resulting in decisions or actions deviating from the principle of impartiality. Examples include breach of non-compete obligations, self-dealing, and personnel decisions made due to improper entreaties, among others.

[7] As used herein, insider trading refers to insider trading as defined under the *Securities Law of the People's Republic of China*, the *Securities and Futures Ordinance (Hong Kong)*, and the *Securities Exchange Act of the United States*.

Competition Compliance and Anti-Monopoly

The Group continues to strengthen its competition compliance management system by systematically advancing policy development, team building, and dissemination, implementation and training. Through these efforts, the Group seeks to further enhance fair competition awareness among all employees and comprehensively improve its capability for operating in compliance with regulations.

The Group has established and continuously refined a series of policies and standards, including competition compliance guidelines, platform rules, contract management systems, and employee handbooks. These documents clearly interpret the requirements of applicable laws and regulations, including antitrust rules, to help business teams accurately understand compliance boundaries. In 2025, following updates to regulations including the *Provisions on the Prohibition of Monopoly Agreements* and the *Guidelines for the Review of Concentrations Between Non-Horizontally Related Undertakings*, we promptly revised the *Competition Compliance Manual* to clarify the exemption conditions for vertical monopoly agreements and the key review considerations for concentrations between undertakings across markets, ensuring that our internal policies remain aligned with regulatory requirements.

The Group has established a dedicated competition compliance team and engaged external counsel to provide assessment support, delivering timely compliance advice and risk assessment for business operations. At the same time, we maintain academic and practical exchanges with experts in the antitrust field, drawing on their professional insights to continuously improve our compliance management mechanisms.

In platform operations, we uphold the principles of openness and transparency. Through clear recruitment rules, merchant entry agreements, fee standards, and violation handling mechanisms, we ensure that merchants have equal access to information and operate in compliance with regulations. Our employee handbooks require all employees to observe legal boundaries, fully respect the rights and interests of clients and partners, and refrain from any conduct that may harm the interests or reputation of the group, its clients, or partners.

In our newly launched food delivery business, we remain committed to operating in compliance with regulations, strictly observing antitrust requirements and refusing to engage in predatory subsidy practices such as "0-yuan purchases," while maintaining reasonable subsidy levels. We rigorously address violations such as price fraud and require merchants to provide pricing justification to ensure market fairness and protect consumer rights. By strengthening our rules framework and enhancing transparent management, JD.com is committed to promoting the healthy and orderly development of the food delivery industry and fostering a fair and well-functioning market competitive environment.

Anti-Money Laundering and Anti-Fraud

JD.com treats the prevention and control of telecom network fraud as an essential component of user rights and interests protection, and has systematically built comprehensive capabilities for identification and response. Leveraging a model that combines technical analysis with manual intervention, the JD Anti-Fraud Center covers the full process from fraud detection, risk warning, and system governance to targeted enforcement, continuously strengthening its ability to identify and block various forms of fraud. In 2025, JD.com platform proactively intercepted risky transactions involving an amount exceeding RMB 4.32 billion and assisted law enforcement agencies across China in directly recovering RMB 227 million in losses for victims. In addition, we conducted multiple specialized anti-money laundering training sessions to continuously enhance compliance awareness and risk prevention capabilities among all employees.

Integrity Culture

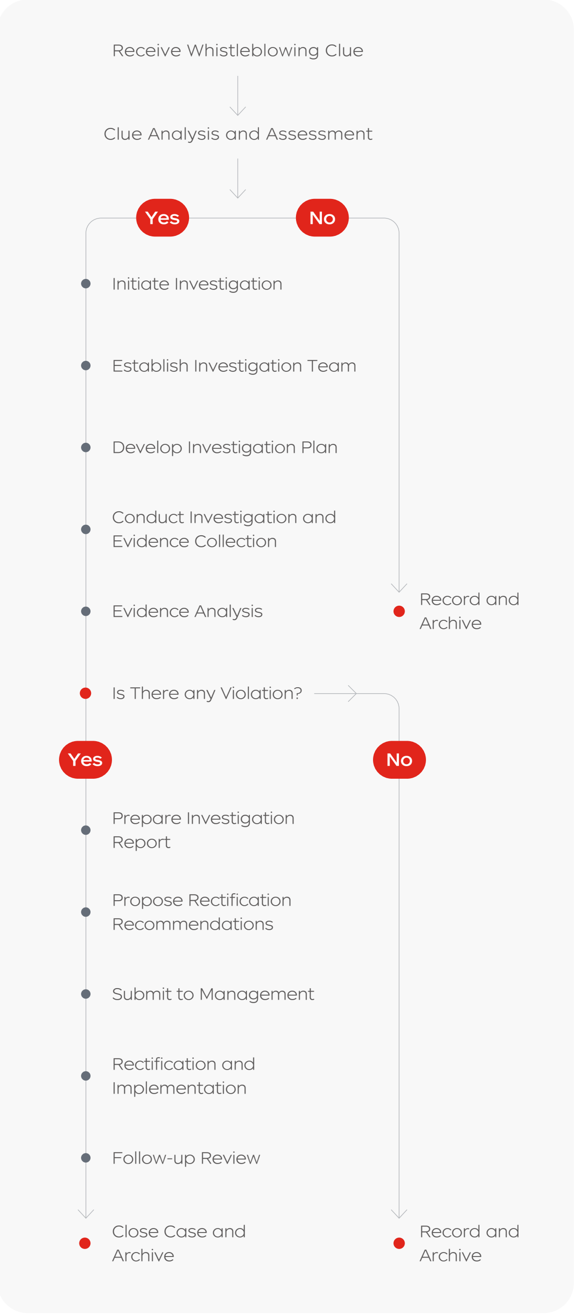
The Group promotes integrity culture building through a blended online and offline approach. We carry out activities such as policy study, case analysis, recognition of exemplary models, and charity auctions to strengthen all employees' awareness of integrity risks. In 2025, we organized three integrity and compliance-themed activities, developed two online integrity and compliance courses specifically for managers, achieving 100% training coverage among the Group's management personnel, with an average training duration of one hour per participant.

As one of the co-initiators of the Sunshine Integrity Alliance, JD.com has remained actively engaged in the Alliance's work, joining other member companies in building a coordinated line of defense for anti-corruption, anti-fraud, and anti-counterfeiting. In 2025, the Alliance, together with professional institutions, released the *Research Report on Whistleblowing Governance in Chinese Enterprises (2025)*, which systematically analyzed the status quo of corporate whistleblowing governance and identified pathways for improvement, foster oversight through reporting, and guard against corruption via oversight.

Reporting Channels

The Group has established a corruption reporting center and developed a systematic, multi-channel reporting and intake mechanism, providing convenient channels for relevant internal and external parties to report illegal conduct and compliance violations via telephone, email, mail, and the "Integrity JD" QR code, among other means. The Group regularly conducts anti-corruption training to communicate reporting procedures and the use of reporting channels to employees and partners, publishes the *Integrity Cooperation Guidelines* and anti-corruption awareness videos, and uses scenario-based formats to present contractual clauses. In addition, integrity policies and reporting channels are communicated to merchant partners via text messages, covering over 230,000 recipients. We have also designated dedicated personnel for the "JD ME - Integrity JD" platform to provide real-time consultation support to internal employees. We maintain a zero-tolerance stance toward corruption. Any confirmed violations will be handled strictly in accordance with applicable laws and regulations, and financial incentives rewards will be granted for substantiated internal whistleblowing. In external collaborations, employees who truthfully report and facilitate the verification of supplier bribery will receive a reward equivalent to 50% of the bribery amount.

Procedure for Handling Reports of Violations



Public Reporting Channels

- **Reporting hotline:** 400-601-3618
- **Reporting email:** jiancha@jd.com
  org.jdw.compliance1@jd.com
  (for overseas reports)
- **Reporting by mail:** Supervision Department, Building A, JINGDONG Global Headquarters Beijing Campus 1, Kechuang 11th Street, Beijing Economic-Technological Development Area, Beijing
- Reporting via QR code:
- Reporting through scheduled in-person visit
- Other means deemed appropriate by whistleblowers

Whistleblower Protection

In accordance with the *JD Group Whistleblower Protection and Reward Policy*, we strictly enforce information confidentiality throughout the entire process of report handling, investigation and resolution, effectively safeguarding the legitimate rights and interests of whistleblowers. The policy permits anonymous or pseudonymous reporting and places identified whistleblowers under a "Special Protection List." We maintain a zero-tolerance stance toward any information leakage or retaliation and pursue accountability in accordance with applicable laws and regulations. The policy also includes customers in the oversight system. It encourages customers, suppliers, business partners and their employees, together with JD.com's employees, to participate in the reporting and supervision of misconduct, including corruption and duty-related crimes, thereby fostering a business environment characterized by integrity and transparency.

Information Security and Privacy Protection

JD.com prioritizes information security and the protection of user privacy and data, and continuously enhances the effectiveness of information security governance, improves its technical protection systems, raises information security awareness, and strengthens its cybersecurity defenses.

Information Security Management System

The Group continues to strengthen its management system for information security and privacy protection and has established a three-tier governance structure comprising the "Security and Risk Control Committee - Data Security and Privacy Compliance Task Force - Security Execution Working Team." As the highest management body, the Security and Risk Control Committee is headed by the Chief Compliance Officer (CCO), with the vice presidents of technology from each business line serving as members. It coordinates and advances work related to information security and privacy protection and reports regularly to the Board of Directors and the Strategy Execution Committee (SEC).

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

At the same time, in accordance with applicable laws and regulations, including the *Cybersecurity Law of the People's Republic of China*, the *Data Security Law of the People's Republic of China*, the *Personal Information Protection Law of the People's Republic of China*, and the *Personal Information Protection Compliance Audit Management Measures* and the *National Cybersecurity Incident Reporting Management Measures* issued by the Cyberspace Administration, we have formulated and implemented a total of 53 specialized regulations and standards, comprehensively covering stakeholders including consumers, clients, and suppliers. Through regular review and a dynamic update mechanism, we ensure that these regulations and standards remain aligned with legal, regulatory, and industry requirements, thereby providing a solid policy framework for the secure and stable operations of each business line.

For suppliers and other third-party partners involved in data and system integration, the Group has established dedicated management requirements and released policies including the *JD Group Supply Chain Security Management Regulation* and the *JD Group Third-Party Partner Information Security Management Rules*. These documents set out clear security requirements covering supplier admission, in-service security management, delivery management, routine security management, penalties for violations, and contractual security requirements, so as to mitigate risks arising from supplier organizational and personnel access, delivery, termination, and change processes. In addition, we have established an international information security team to carry out localized compliance adaptation in accordance with the GDPR and the laws and regulations of the countries in which our businesses operate, and to implement dedicated initiatives such as data isolation. We also conduct admission security assessment testing and regular security audits to continuously verify that service providers have fulfilled their security responsibilities.

Information Security Processes and Measures

The Group has established a routine information security assessment mechanism to ensure the continued effective operation of its security framework through regular risk assessments and audits. We conduct a comprehensive risk assessment every six months to systematically identify and mitigate potential security risks. In addition, the Group carries out at least one external audit and one internal audit each year, leveraging the dual oversight of qualified third-party organizations and internal teams to ensure that all security controls are effectively implemented and provide strong support for data security. JD.com has also established clear reporting procedures for employees in relation to information security incidents, including vulnerabilities and suspicious activities, and requires employees to report any suspected information security incident in their work to the relevant departments immediately, ensuring timely and professional response and handling.

The Group has established security monitoring mechanisms covering key areas including network traffic, application systems, infrastructure, and source code, enabling the timely identification and remediation of potential risks through continuous vulnerability scanning. Leveraging the JD Security Response Center, we have developed specialized capabilities for security intelligence collection and analysis, and carried out systematic vulnerability testing by means of crowdsourced security testing, with a total of 11 crowd tests conducted in 2025. For identified medium- and high-risk vulnerabilities, we have implemented a closed-loop response process to ensure prompt remediation and effectively manage systemic risks. In 2025, we established a review mechanism covering both internal and external security incidents, conducted root cause analysis of security incidents through the security management platform and formulated improvement measures.

For information security incidents of varying types and impact levels, we have developed tiered and categorized emergency response plans that define end-to-end management requirements covering incident detection, analysis and assessment, response, and recovery. By establishing a robust incident classification and closed-loop management mechanism, we ensure that all security incidents are addressed in a timely and effective manner.

Information Security Monitoring System of JD.com

JD.com consistently advances certifications in the field of information security and privacy protection. As of the end of the reporting period, ISO 27001 Information Security Management System certification and ISO 27701 Privacy Information Management System certification covered over 80% of the Group's business segments. In 2025, JD.com recorded zero incidents of information security or privacy violations. The total fines related to information security vulnerabilities or other cybersecurity incidents totaled RMB 0.

Information Security System Certifications of JD.com's Entities

bsi. Certificate of Registration

ISO 27001 Certificate

bsi. Certificate of Registration

ISO 27701 Certificate

bsi. Certificate of Registration

ISO 27799 Certificate

数据安全管理认证证书

JD Health Data Security Management Certification

信息系统安全等级保护 备案证明

Information System Security Protection Level 3 Certification

APP安全证书

App Security Certificate

APP隐私安全证书

App Information Security Certificate

CCRC 数据安全管理认证证书

中国网络安全审查技术与认证中心

JINGDONG Logistics Data Security Management Certification

TISAX

TISAX® ASSESSMENT

TISAX Certificate

DCMM 数据管理能力成熟度（甲方） 等级证书

JINGDONG Logistics DCMM Level 5 Certificate (2025)

The Group has established a comprehensive security testing system that includes mandatory automated tool testing, manually enhanced security testing, and regular emergency response drills. In 2025, we conducted a total of 2.72 billion security tests, continuously strengthening our overall security protection capabilities.

Security Testing System of JD.com

Mandatory Automated Tool Testing

Leveraging proprietary security tools and our CI/CD platform, we have established an automated vulnerability identification and mandatory testing mechanism to ensure that all systems must pass security testing and complete vulnerability remediation before being launched. In 2025, we conducted 5.835 million white-box tests and 2.7 billion black-box scans, covering business systems across JD.com.

Manually Enhanced Security Testing

For critical information systems and specific business scenarios, we have deployed dedicated security testing teams to conduct targeted and in-depth security assessments to address specific risks arising in complex business environments. In 2025, we conducted 13.967 million targeted logic vulnerability assessments and 267 manual penetration tests, covering core business systems across JD.com.

Regular Emergency Response Drills

We have established a regularized mechanism for practical attack and defense drills. Through routine group-wide internal attack and defense exercises, multi-level protection scheme assessments, active participation in cybersecurity defense campaigns organized by regulatory authorities, and third-party penetration testing, we continuously strengthen our proactive defense and real-world response capabilities. In 2025, we conducted 10 internal emergency response drills covering all entities of JD.com.

2025 JD.com's External Information Security Audit

Penetration testing conducted by the State Information Center

Penetration testing conducted by Angong Testing Services (Hebei) Co., Ltd.

Vulnerability scanning and penetration testing conducted by the Beijing Institute of Product Quality Supervision and Inspection

The Group continues to advance innovation and practical application in information security and privacy protection. Through extensive exchanges with industry partners, academic institutions, and regulatory authorities, the Group works to explore technological development pathways and standards development, contributing to a more trustworthy digital ecosystem. In 2025, the JD.com security team organized and participated in a range of industry exchange activities focused on topics including trend insights, compliance practices, and cutting-edge technologies, bringing together experts, scholars, and corporate representatives to promote industry knowledge sharing and collaborative development. Through diverse formats such as Jingqi Private Sharing Sessions, Jingqi Salon, the Jingqi CTF Competition, and the Jingqi White Hat Conference, JD.com implemented targeted, tiered engagement for leading industry figures, security technology experts, campus recruitment talent, and the white hat community, organizing and co-hosting with community partners over 12 activities.

→ JD.com's Security Research Recognized by Leading International Conferences

In 2025, the JD.com Security Xiezhi Lab was invited to deliver keynote speeches at Black Hat Asia 2025 and DEF CON, two of the world's leading cybersecurity conferences, in recognition of its innovative research in areas including cloud-native security. The research team conducted an in-depth analysis of the potential security risks associated with container orchestration platforms widely used by enterprises and proposed a systematic risk detection solution. These research outcomes provided valuable practical reference for the industry and demonstrated JD.com's expertise and responsibility in advancing technological progress in security across the sector.

→ Jingqi CTF Creates a Platform for Cybersecurity Talent Exchange

In 2025, JD.com hosted the third Jingqi CTF Cybersecurity Challenge to promote industry-wide technical exchange and talent development. The event brought together teams from 15 leading universities, including Tsinghua University and Peking University. It marked the first time that large language model (LLM) attack-and-defense challenges were introduced into a domestic competition, highlighting cutting-edge technological challenges. Through the competition, together with the technical forums and talent exchange events held concurrently, JD.com created an integrated "competition-learning-research" platform for the cybersecurity field, demonstrating its professional influence in security technologies and underscoring its commitment to social responsibility and to cultivating the next generation of cybersecurity professionals.

Development of Information Security Culture

JD.com organizes information security and privacy protection training and dissemination and implementation activities for all employees annually, as well as partners such as suppliers and contractors, to continuously foster a culture of information security.

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

Security Awareness Training

JD.com introduced multiple versions of bilingual courses tailored for managers, general staff, and frontline personnel, implemented a mandatory training and assessment mechanism covering employees worldwide, and established onboard training requirements for outsourced personnel. In 2025, the Group delivered a total of 174 specialized training sessions, with a total training duration of 605,000 hours, 1.833 million assessment participations, and a participation rate of 100%.

Security Awareness Promotion

Through thematic events such as the Cybersecurity Awareness Week, we enhanced employee security awareness. In 2025, we conducted a security knowledge competition and organized the "Daily Safety Lesson" initiative, reaching various employee groups.

Management of the Certified Security Instructor Team

We built a professional internal instructor team, continuously expanded the number of certified instructors, and delivered multiple training sessions throughout the year.

Updates to Standardized Courses and Resources

We continually upgraded training resources and content, developed several new standardized courses, expanded the question bank and practical case library, and ensured the ongoing iteration and renewal of training materials.

Personal Information and User Privacy Protection

The Group has established a comprehensive security and privacy management system to effectively fulfill its responsibility for protecting users' personal information. The Board of Directors and the Strategy Executive Committee of JD.com attach great importance to privacy protection matters and are directly involved in the strategic planning, review, and major decision-making of related matters. We have incorporated information security and privacy compliance requirements into our employee management system as an important component of performance evaluation, and established a graded disciplinary mechanism for violations, under which disciplinary measures are imposed based on the severity of the offense, including reminders, warnings, demerits, and up to termination of employment. For suspected illegal acts, we have put in place a rapid response procedure to initiate investigations and pursue accountability in accordance with the law.

In 2025, we clarified the employee information security reporting process in the *JD Group Information Security Management Policy* and communicated it to all employees through company-wide compliance training. We fully embedded privacy impact assessments into the Group's risk and compliance management processes, conducted rigorous assessments of all business activities and R&D testing procedures involving users' personal information, and carried out regular audits to generate clear and accessible compliance reports, clear explicit guidance for business operations and continuously strengthening our privacy protection oversight capabilities.

To address security risks associated with data transfers to suppliers or business partners and safeguard users' personal information, JD.com has enabled contact through proxy phone numbers to protect the real phone numbers of its users, thereby mitigating the risk of phone numbers leakage. For waybill information affixed to parcels, JD.com has launched the "Smile Waybill" service, under which the names and mobile phone numbers displayed on waybills are desensitized to reduce the risk of information leakage.

User Privacy Protection Mechanism of JD.com

Collection

- Users have the right to access, correct, and delete their personal information, as well as deactivate their accounts.
- We follow the principle of minimum necessity, collecting user information only where necessary and clearly informing users of the nature and purpose of such information.

Storage

- We have implemented mechanisms including data classification and grading systems, data security management specifications, and data security development specifications to ensure the confidentiality of personal information.
- Based on the services provided and applicable regulatory requirements, user information is retained for no less than three years from the date of transaction. Upon expiry of the retention period, such information will be deleted or anonymized in accordance with the law.

Third-party Data Management

- Unless necessary for completing transactions, providing services, or other essential scenarios, JD.com will not share user personal information with any company or organization.
- JD.com enters into data protection agreements with third-party partners, including suppliers, to clearly define the permitted uses of information and the respective data protection responsibilities and obligations of both parties.
- Third-party partners are required to conduct at least one internal information security and privacy protection audit each year and cooperate with JD.com's audit activities. JD.com reserves the right to conduct spot checks or reviews of third parties' information security management practices.

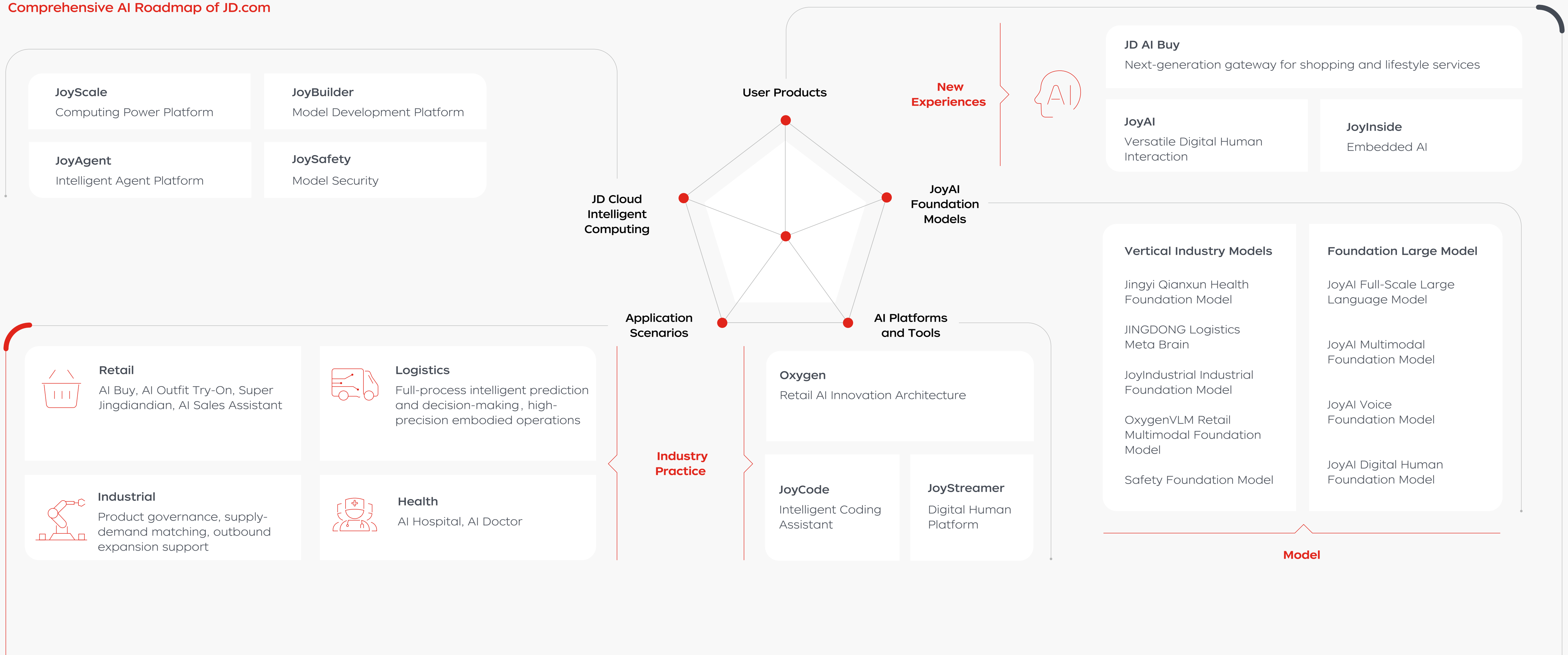
Technological Innovation

JD.com continues to advance its technology innovation strategy, driving R&D breakthroughs and industrial application integration centered on cutting-edge technologies such as artificial intelligence. In 2025, the Group unveiled its comprehensive AI roadmap, showcasing its overall strategic framework in the field of artificial intelligence. Leveraging its long-standing technological expertise and innovation capabilities across supply chains and diverse industries, we have established an integrated technology framework covering intelligent computing infrastructure, models, platforms, and products. Centered on its upgraded large model brand, JoyAI, we continue to extend AI capabilities into both industrial and consumer applications. The conference highlighted extensive AI applications across retail, logistics, industrial, and healthcare, and introduced three new AI products designed for individual users, along with multiple technology platforms. These initiatives further promote the integration of artificial intelligence with industrial applications.

The Group has established an artificial intelligence governance framework. And its cloud service infrastructure provider (JD Cloud) has obtained external certification in accordance with the ISO/IEC 42001 standard.

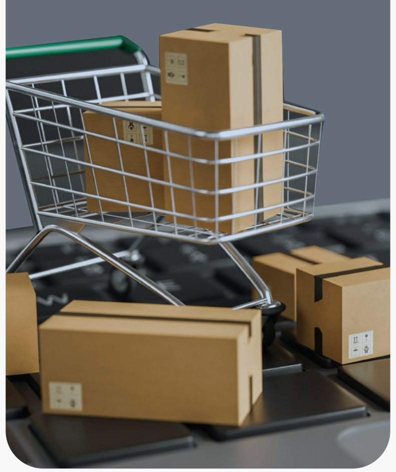
In 2025, we formulated the *Artificial Intelligence Governance Framework*, aiming to provide clear ethical guidance for the development, deployment and application of AI technologies, safeguard user rights and interests, and promote social equity.

Comprehensive AI Roadmap of JD.com



AI-Powered Retail

JD.com launched Oxygen, an e-commerce AI architecture system that integrates diverse intelligent agents powered by JoyAI large model capabilities. It enables intelligent applications across e-commerce shopping, product recommendations, and supply chain management, improving both operational efficiency and user experience. The intelligent search and recommendation feature "AI Buy" combines the generative recommendation model OxygenRec with the multimodal model OxygenVLM. Through natural language interaction, it accurately understands user needs and delivers efficient, personalized shopping experiences.



AI-Powered Logistics

JINGDONG Logistics Meta Brain 2.0 enables integrated sensing and control through multimodal capabilities, evolving from supporting intelligent decision-making to enabling embodied execution. Through collaboration among various intelligent devices, it optimizes operational efficiency. In the warehousing phase, AI automatically assigns picking tasks within warehouses, resulting in a 10% efficiency improvement compared to traditional manual assignment. The LangzuTech Packer — an innovative product from the self-developed LangzuTech solutions, efficiently handles large volumes of non-standard parcels, improving warehouse operational efficiency and accuracy. Currently, LangzuTech intelligent devices have been deployed in over 500 warehouses globally, covering storage, handling, and sorting operations, providing support for the construction of a green and efficient supply chain.

AI-Powered Industrial

The industrial supply chain large model JoyIndustrial drives supply chain efficiency through an integrated "data + intelligence" approach. Leveraging a training foundation of massive industrial product SKUs and accumulated expertise across multiple sub-sectors, the model has been extensively deployed across a wide range of internal and external scenarios within JINGDONG Industrials, generating measurable value and supporting the improvement of operational performance. A report on the trillion-RMB cost-reduction model for industrial supply chains jointly released by the National Development Research Institute of Big Data shows that digitalization and intelligence can bring approximately RMB 6.8 trillion in potential cost savings to the industry. JINGDONG Industrials has launched automotive manufacturing, energy storage batteries, and robotics-dedicated solutions, promoting industrial digitalization and intelligent development while providing technical support for enterprise cost reduction, efficiency improvement, and sustainable operations.

AI-Powered Health

Medical Large Model "Jingyi Qianxun 2.0" can understand medical reports and patient condition descriptions, simulate physicians' clinical diagnostic reasoning, and deeply integrate medical knowledge systems to provide intelligent support for the diagnosis and treatment of complex specialized diseases. JD Health AI Hospital 1.0, which embodies next-generation model capabilities, brings together intelligent agents simulating doctors, pharmacists, nutritionists, and other professional roles, along with over 1,000 specialist physician intelligent agents, providing users with AI-powered triage guidance, AI pharmacy, AI medical center, and other intelligent service capabilities, driving the digitalization and intelligent development of healthcare services.

AI Services for Individual Users

JD.com integrates AI technology into everyday life scenarios to enhance user experience and digital service capabilities.

"JD AI Buy"deeply integrates AI into shopping and life services, enabling smart product selection, seamless checkout, and voice-operated full-process experiences. "JD AI Buy," powered by the proprietary "JoyAI" large language model, centers on conversational interaction and integrates product discovery, food delivery ordering, and intelligent recommendations, creating an integrated AI-powered lifestyle service platform that enables users to find what they need on demand.

"JoyAI" APP features a built-in digital human agent called "Omnipotent Doctor", capable of answering a wide range of questions and providing interactive companionship. It also supports the creation of customized agents and extension to smart hardware devices, empowering personalized social and lifestyle services.

"JoyInside" embeds AI capabilities into devices such as robots, AI toys, and smart glasses. Through human-like interactions, it increases user engagement and interaction frequency. The system has already been integrated into hardware products from leading brands and cutting-edge robotic platforms, forming a software-hardware integrated intelligent ecosystem that enables the deep integration of AI technology into personal life scenarios and creates long-term value.

The Group continues to strengthen the development building of its technology and product R&D team development through systematic training, technical empowerment, and open knowledge sharing to enhance professional capabilities. The JD Retail Product R&D team has implemented the "New Tech Star Program," covering new employees in R&D and product roles, with a 97% coverage rate. Through mentorship, professional training courses, and knowledge sharing, the program significantly shortens the onboarding period and supports business development. Meanwhile, the Group has launched dedicated AI training courses and hands-on programming training. All employees from the R&D team have completed the AI courses, and 100% of software development personnel have completed the hands-on programming training. In addition, over a hundred technical exchange events were held, inviting experts from universities and industry to share cutting-edge technologies and best practices, promoting cross-disciplinary collaboration, and enhancing the Group's technological innovation capabilities and industry impact.

→ JD.com Included in the Gartner Global Supply Chain Top 25 for Two Consecutive Years

In June 2025, Gartner released its 2025 Global Supply Chain Top 25 list. JD.com, as the only Chinese retail enterprise to be included once again, saw its ranking rise from 25th in 2024 to 22nd. The ranking is based on a composite of corporate financial indicators, ESG performance, and industry expert scores. The list is dominated by international companies such as Apple, Amazon, Procter & Gamble, Unilever, and Walmart. Historically, only three domestic enterprises, including JD.com, have been included. This recognition reflects JD.com's continuous improvement and international recognition in supply chain management, digital application, and ESG practices.

Intellectual Property Protection

JD.com continued to enhance its intellectual property management system, further optimizing intellectual property protection and management processes and strengthening the systematic protection of its technological achievements. In 2025, the Group further revised its internal intellectual property policies, providing stronger institutional support for technological innovation and business development.

During the year, the Group continued to strengthen its intellectual property protection and collaborative innovation system. Focusing on the development of frontier technologies such as large AI models, the Group further improved its patent portfolio and technology mechanisms, and intensified patent applications, trademark portfolio development, and protection of technological achievements for key innovation projects, including "JD.Vision," "Jingyan," and "LangzuTech Robots." At the same time, the Group contributed to the development of industry professional organizations by joining the Big Data and Artificial Intelligence Committee under the China Intellectual Property Society, the Internet Trademark and Brand Committee of the China Trademark Association, and the Jiangsu Province Brand Rights Protection Alliance for Government-Enterprise Collaboration in Market Regulation. We also carried out industry–academia–research collaboration with leading universities such as Hong Kong University of Science and Technology and Tsinghua University, and promoted the commercialization of technological achievements through initiatives such as patent pool development and patent custodianship.

Development of Intellectual Property Culture

The Group continues to strengthen the development of its intellectual property culture by enhancing employees' awareness and professional capabilities in IP protection through systematic training mechanisms, fostering an R&D environment that encourages innovation and respects intellectual achievements. Focusing on frontier technology areas such as data elements, artificial intelligence, and large language models, the Group conducted specialized patent training for R&D personnel. These programs systematically introduced patent portfolio strategies, technology protection, and patent application procedures, continuously improving the IP protection awareness and practical capabilities of the R&D teams. During the reporting period, the Group organized nearly 40 patent training sessions, covering over 1,300 R&D and technical personnel across departments.

At the same time, the Group conducted specialized training programs on trademarks, copyrights, domain names, and trade secrets, focusing on brand and intellectual property compliance. These programs targeted product managers, platform protection teams, platform review teams, and brand teams, strengthening employees' professional capabilities in areas such as brand protection, content compliance, and platform governance. During the reporting period, the Group organized 41 brand-related training sessions, covering over 2,200 employees in relevant positions, furthering the Group's overall capacity in IP protection and brand governance.

To further stimulate employee innovation, the Group continues to enhance its intellectual property incentive mechanisms. In addition to providing regular patent bonuses, the Group organizes an Annual Patent Awards program to recognize and reward outstanding inventors who have made significant contributions to technological innovation. The program is also promoted across the Group during the Intellectual Property Month. In 2025, nearly 9,000 employees received patent-related awards.

As of the end of 2025

JD.com's cumulative number of domestic and overseas patents granted reached

13,971

and the cumulative number of domestic and overseas patent applications reached

26,220

02

JD.com fully acknowledges the significant impact of environmental and climate change issues on its operations and long-term development. Through a governance framework with well-defined roles and responsibilities, alongside systematic green operations, the Group continuously minimizes the environmental footprint of its business activities. The Group maintains a pragmatic approach to advancing climate issue management, deepening green practices across key areas including operations, warehousing, packaging, transportation, and consumption, while collaborating with value chain partners to co-create a green future.

Green Initiatives

Annual Key Performance Highlights

In 2025

JD.com used a total of

113,999,091 kWh

of green electricity

In 2025

JINGDONG Global Headquarters Beijing Campus 4 installed 380 kW of photovoltaic power generation equipment. After commencing operation in August, it generated approximately

106,000 kWh

of electricity, all of which was consumed on-site

In 2025

JINGDONG Property's self-built photovoltaic power generation reached

39,740,000 kWh

As of the end of 2025

JINGDONG Logistics had more than

14,000

self-operated new energy vehicles

In 2025

JINGDONG Global Headquarters Beijing Campus achieved

100%

use of new energy shuttle buses

As of the end of 2025

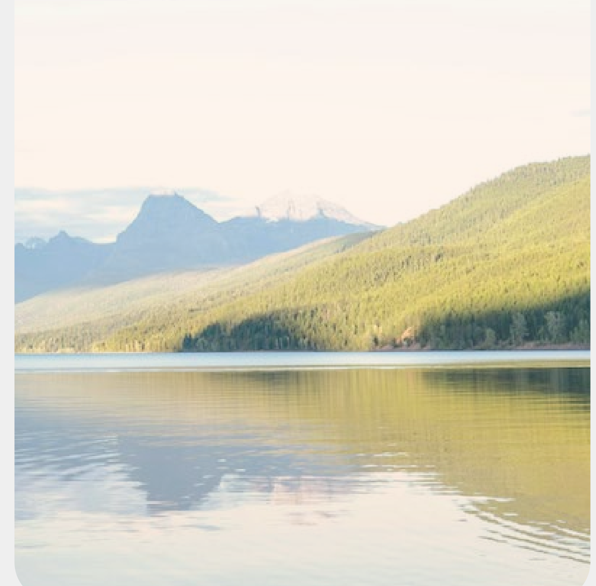
green low-carbon products orders under the "Green Impact Initiative" reached nearly

300 million

with nearly

200 million

participating users



In 2025

the number of JD.com's parks certified as "zero-carbon" or "carbon-neutral"

2

In 2025

JD.com "Trade-In" Program recycled a cumulative total of

9.11 million

sets of large household appliances and

2.33 million

small household appliances

Environmental Governance and Climate Change Responses

In 2025, the 30th session of the Conference of the Parties to the *United Nations Framework Convention on Climate Change* (COP30) was convened in Belém, Brazil. Marking the 10th anniversary of the *Paris Agreement*, the conference signaled a shift in climate governance from "rule negotiation" to "action implementation."

The growing frequency of extreme weather events driven by climate change, together with its profound impacts on natural resources, society, and the economy, is creating increasingly complex adaptation and transition pressures for business operations. In response to the dual challenges of global climate change and the low-carbon transition, JD.com has closely aligned its development with global climate goals and actively supports China's peak carbon dioxide emissions and carbon neutrality goals, as well as the 1.5°C temperature goal under the *Paris Agreement*.

With reference to the *International Financial Reporting Sustainability Disclosure Standard 2 (IFRS S2) — Climate-related Disclosures* and the Task Force on Climate-related Financial Disclosures (TCFD) framework, the Group has advanced its climate-related initiatives through the comprehensive identification, assessment, and management of climate-related risks and opportunities, while optimizing its strategic positioning and enhancing climate resilience.

Governance

JD.com has established a robust environmental and climate Governance Structure. Through a top-down management model comprising "The Board of Directors–Strategy Execution Committee (SEC)–ESG Working Group," together with a bottom-up reporting mechanism, the Group ensures that environmental and climate considerations are integrated throughout its decision-making and operations. Furthermore, we have incorporated climate and environmental performance, including improvements in energy efficiency, as a core component of ESG metrics and linked it to executive compensation.

Governance Structure

The Board of Directors

- The Board of Directors is the Group's highest governing body for environmental and climate change matters and, with the support of the ESG Committee, oversees and guides the Group's environmental and climate-related performance and practices.
- It reviews reports on climate-related matters annually and deliberates on major decisions.

Strategy Execution Committee (SEC)

- The Group's SEC leads the ESG Working Group in developing the Group's climate-related strategies and priorities, and coordinates the identification, assessment, and management of climate-related risks and opportunities.
- It reports regularly to the Board of Directors on climate-related matters. In 2025, it reported to the Board of Directors once.

ESG Working Group

- Responsible for the day-to-day management and execution of environmental and climate-related work.
- In light of business realities, it carries out the identification, assessment, and management of climate-related risks and opportunities.
- It reports regularly on the progress of climate-related work.

Strategy

The Group continuously identifies and assesses the potential impacts of climate-related risks and opportunities on the Group's business and value chain. We conduct scenario analysis and resilience assessments based on internationally recognized climate scenarios, identify potential areas of risk, and strengthen climate resilience through targeted measures.

Climate-related Risks and Opportunities

The Group assessed climate-related physical risks based on the Intergovernmental Panel on Climate Change (IPCC) RCP2.6 (low-warming scenario) and RCP8.5 (high-warming scenario), and evaluated climate-related transition risks and opportunities based on the International Energy Agency (IEA) NZE (Net Zero Emissions by 2050 Scenario), APS (Announced Pledges Scenario), and STEPS (Stated Policies Scenario). The scenario analysis covered the short-term (2030), medium-term (2040), and long-term (2050)[8]. The assessment covered all core operating sites of the Group both domestically and overseas, with inputs including site locations, operational activity data, and relevant parameters under selected scenarios.

Through scenario analysis, we identified 17 climate-related risks and opportunities relevant to the Group and assessed their levels, potential impacts on the Group's business and value chain, and impact periods.

[8] The definition of time horizons is strategically aligned with the Group's strategic planning, asset lifecycles, and policy directives: the short-term primarily matches business operational plans and near-term policy directions; the medium-term is tailored to the depreciation and renewal cycles of core infrastructure, such as warehousing and logistics; and the long-term is aligned with the *Paris Agreement's* 2050 Net-Zero emissions goal.

List of Climate-related Risks and Opportunities

Type	Category	Climate Risks and Opportunities	Risk Level	Potential Impacts on Business and the Value Chain	Impact Periods
Physical risks	Acute risks	Heightened risk of heavy rainfall and flooding	Major	• This may result in damage to doors and windows, rainwater ingress, and other issues at logistics parks, warehousing facilities, and offline stores, causing inventory to become damp or damaged. This, in turn, may increase the risk of inventory impairment and lead to capital and operating expenditures for equipment repair or replacement. Rental income from owned logistics parks may also be affected. • In affected areas, Online Retail and Instant Delivery Logistics (IDL) operations may experience pickup and delivery disruptions and reduced transportation efficiency, which could lead to higher client return rates, lower client satisfaction, and declines in orders and revenue. • The regions in which the Group's business activities have been identified as being vulnerable to typhoons include China's Guangdong, Hainan, Taiwan, and Zhejiang provinces, as well as the United States, Australia, Vietnam and Japan.	Short-, medium- and long-term
		Increasing typhoon intensity and frequency	Major		
		Increasingly frequent extreme heat events	Major	• Sustained high temperatures will accelerate the aging of transport vehicles and warehousing equipment and increase the failure rate, shorten the service life of equipment, thereby increasing maintenance expenses and depreciation costs. • Hot weather poses risks to the health and safety of frontline personnel, potentially increasing heat allowances and related medical expenditures, while also affecting labor productivity and driving up operational costs. • Extreme heat affects a relatively broad geographic area, but its direct financial impact on the Group is limited.	Medium- and long-term
		Intensifying drought	Moderate	• This may reduce yields of certain crops, driving up costs and reducing the supply of goods that depend on such agricultural products, which could in turn lead to shortages in relevant product categories across online retail and offline stores and a decline in sales revenue. • Drought may cause water shortages and higher water prices in certain regions, leading to increased routine water costs at office premises, logistics parks, and offline stores in the affected areas.	Long-term
		Recurring episodes of extreme cold and snowstorms	Moderate	• Extreme low temperatures and blizzards may cause frozen damage or performance degradation to fresh produce, liquids, and some electronic products (such as batteries), increasing inventory write-off and quality compensation costs. • Extreme low temperatures and snow accumulation can also damage the building structures and operating equipment of office spaces, logistics parks, and stores, increasing maintenance costs; additional investments in anti-slip, anti-freezing, and heating systems may also be required to ensure operations.	Short- and medium-term
	Chronic risks	Rising sea levels	Moderate	• Self-developed parks and logistics hubs in coastal areas may be classified as high-risk zones, leading to lower asset valuations, reduced rental income, and higher insurance premiums and maintenance costs. • In the long term, rising sea levels may expose group-owned buildings in low-lying coastal areas to inundation risk, potentially causing structural damage or even rendering them unusable, thereby resulting in asset impairment.	Long-term
		Continued increases in global average temperatures	Moderate	• Sustained high temperatures may increase refrigeration energy consumption for cold-chain products during storage and transportation, thereby driving up cooling costs. • Offices, logistics parks, offline stores, and transportation vehicles may see continued increases in demand for electricity, fuel, and other energy sources, resulting in higher day-to-day operational costs.	Long-term
Transition risks	Policy and legal risks	Implementation of carbon pricing mechanisms and continued increases in carbon prices	Major	• As global carbon pricing mechanisms continue to expand and carbon prices rise, particularly with the EU ETS 2 set to cover the road transportation sector in 2027, the Group's logistics business may face significant carbon emissions cost pressures if China's carbon market brings the transportation sector within its regulatory scope in the future, directly affecting operating expenses and profitability. • To address potential increases in carbon costs and support the peak carbon dioxide emissions and carbon neutrality goals, the Group may need to accelerate the transition to clean energy and the adoption of low-carbon technologies, resulting in higher upfront capital and operating investment.	Short-, medium- and long-term

Type	Category	Climate Risks and Opportunities	Risk Level	Potential Impacts on Business and the Value Chain	Impact Periods
Transition risks	Policy and legal risks	Increasingly stringent climate policies	Minor	• Global climate-related disclosure requirements are becoming increasingly stringent. The Hong Kong Stock Exchange has required listed companies to disclose climate-related information in accordance with its new rules, while the EU's Corporate Sustainability Reporting Directive (CSRD) has further extended the reach of its regulatory requirements, covering not only large local enterprises but also bringing qualifying non-EU parent companies worldwide into mandatory compliance scope. • To meet increasingly stringent climate disclosure requirements in the jurisdictions where it is listed or operates, the Group must continue to invest human and financial resources in upgrading carbon accounting and monitoring tools, conducting climate risk assessments, and preparing related reports, thereby increasing compliance costs.	Short-, medium- and long-term
		Rising risk of climate-related litigation and penalties	Moderate	• As climate policies continue to become more stringent, if the Group fails to fully comply with climate-related laws, regulations, and disclosure requirements, it may face litigation or regulatory penalties, leading to higher legal expenses, fines, and damages. • Negative incidents may trigger a crisis of trust among partners and clients, disrupting the stability of business cooperation and adversely affecting market reputation and investor's confidence.	Long-term
	Technological risks	Accelerated R&D and investment in low-carbon technologies	Minor	• In advancing the low-carbon transition, the Group needs to make sustained investments in new technologies, new equipment, and innovative operating models, including broader adoption of green buildings, low-carbon transportation equipment (such as hydrogen fuel cell heavy-duty trucks), eco-friendly packaging, and green energy. These initiatives may result in relatively high upfront costs for the Group, including R&D expenses, equipment upgrades, and green materials procurement. • As low-carbon initiatives progress, traditional high-carbon assets (such as fuel-powered vehicles and high-energy-consuming equipment) may be phased out more rapidly, increasing the risk of asset impairment. If the transition falls short of expectations, it may not only lead to resource waste and greater financial burdens, but also affect the Group's profitability and brand image.	Short-, medium- and long-term
	Market risks	Growing low-carbon demand from clients and consumers	Minor	• As the global low-carbon transition accelerates and the Group advances its own carbon targets, a growing number of major clients are proactively choosing green supply chain products and low-carbon services. If the Group is unable to meet clients' rising demand for green products, low-carbon supply chain solutions, and integrated green solutions, it may face the risk of losing clients. • As the concept of the carbon inclusive becomes more widely adopted, consumer preferences are shifting toward low-carbon products. If the Group fails to respond in a timely manner to consumers' low-carbon expectations regarding carbon labels, green delivery, and packaging recycling, it may face a loss of market share and declining revenue.	Short-, medium- and long-term
	Reputational risks	Increased stakeholder scrutiny or negative feedback	Moderate	• If the Group performs poorly in environmental initiatives and climate action, its ESG ratings may decline, undermining investor confidence and the Group's reputation while increasing financing costs and financial burdens. At the same time, reputational damage could weaken brand competitiveness, reduce clients' and partners' willingness to collaborate, and indirectly hinder business growth.	Medium- and long-term
Climate opportunities	Resource efficiency	Improved resource efficiency	Minor	• By upgrading energy-saving equipment, implementing packaging reduction, and promoting reusable packaging, the Group can achieve emissions reductions while continuously improving resource efficiency, lowering operating expenses, and establishing a low-carbon cost advantage.	Short-, medium- and long-term
	Products and services	Advantages of diverse low-carbon products and services	Minor	• As consumers, clients, and partners become increasingly conscious of low-carbon practices, market demand for low-carbon products and services continues to grow. By integrating low-carbon retail products, carbon-neutral parks, logistics fleets of new energy vehicles, and eco-friendly packaging into a unified low-carbon service offering, the Group can respond rapidly to market demand, provide clients with integrated green solutions across all scenarios, further strengthen its market competitiveness, and unlock new business growth opportunities.	Short-, medium- and long-term
	Energy sources	Widespread use of renewable energy	Minor	• By developing renewable energy projects such as rooftop photovoltaic systems and actively exploring the development and application of green electricity, the Group can not only reduce energy costs for itself and its clients, but also deliver coordinated carbon reduction benefits across the supply chain and strengthen its competitive advantage. • Some of the Group's offices and premises have been designated as key emitting entities in local carbon markets. By implementing emissions reduction measures, the Group may generate surplus allowances and gain opportunities to participate in carbon emissions allowance trading, thereby converting emissions reduction outcomes into actual economic returns. • In 2025, the Group used a total of 113,999,091 kWh of green electricity.	Short-, medium- and long-term
	Capital flows and financing	Green financing	Moderate	• By developing projects such as green buildings and carbon neutrality parks, the Group may gain greater access to green financing and reduce financing costs.	Medium- and long-term

Response Measures for Climate-related Risks and Opportunities

Type	Category	Response Measures
Physical risks	Acute risks	• Develop and continuously drill extreme weather emergency response plans, and implement flood and wind resistance reinforcements for logistics facilities, alongside emergency supply reserves. • Incorporate "sponge city" concepts into warehousing and park designs to enhance infrastructure resilience.
	Chronic risks	• Address potential supply chain instabilities for fresh and agricultural products caused by sustained droughts by strengthening inventory management and maintaining timely communication with suppliers. • Address the risks of rising average temperatures by continuously upgrading cold chain equipment and temperature-control technologies to enhance operational stability and energy efficiency in high-temperature environments; at the delivery level, minimize impacts on goods through route optimization and dynamic adjustments to transportation plans.
Transition risks	Policy and legal risks	• Closely monitor new global climate disclosure regulations, and systematically conduct climate risk assessments and information disclosure. • Actively promote the green transition through comprehensive layouts across multiple areas, including green operations, green logistics, green warehousing, and new energy. • Actively utilize digital operating platforms to supervise and empower daily operational management, energy conservation, and emission reductions. • Optimize the logistics network and adopt more efficient transportation and warehousing equipment to reduce energy consumption and waste.
	Technological risks	• Increase R&D investment and collaborate with universities, research institutions, and leading technology enterprises to jointly drive low-carbon technology development, sharing development costs and technological risks. • Advance the pilot application of low-carbon technologies, and actively seek financial subsidies and tax incentives under government low-carbon policies to alleviate cost pressures.
	Market risks	• Optimize product portfolios and supply chain management to enhance the added value and market competitiveness of green products. • Strengthen market research and consumer insights, proactively plan for green transition products, and flexibly adjust pricing strategies. • Perfect the carbon accounting and monitoring system to ensure accurate and timely reporting of carbon emissions data.
	Reputational risks	• Improve the transparency of ESG information disclosure, regularly publish ESG reports, and proactively respond to stakeholder concerns. • Strengthen internal governance to ensure the implementation of the green transition strategy, and enhance credibility through external certifications. • Establish multi-channel communication mechanisms and actively interact with stakeholders to enhance their confidence.
Climate opportunities	Resource efficiency	• In logistics operations, gradually expand the Delivered With Original Package (DWOP) model and promote reusable insulated boxes and transit containers to reduce packaging materials and intermediate resource consumption throughout the logistics process. • In stores and offices, implement refined energy management by comprehensively upgrading to intelligent zoned time-control lighting and LED light sources.
	Products and services	• Respond to policy calls and promote green consumption by undertaking the distribution of national subsidies for the trade-in of consumer goods, providing consumers with efficient and convenient one-stop trade-in services. • Advocate sustainable consumption by launching the "Green Impact Initiative" and setting up dedicated sustainable consumption zones to promote eco-friendly goods and implement the carbon inclusive mechanism.
	Energy sources	• Vigorously expand renewable energy installed capacity by utilizing various models, such as contract energy management, to construct distributed rooftop photovoltaic systems and supporting energy storage facilities. • Continuously scale up the use of green electricity to build benchmark campuses for green operations, reducing carbon emissions and energy costs for both the Group and its clients.
	Capital flows and financing	• Leverage green financial tools to continuously identify and incubate assets with low-carbon benefits, and expand the certification scale of green buildings and zero-carbon/carbon-neutral logistics parks to secure greater green financing support.

Climate Resilience

Current financial impact: During the reporting period, JD.com did not suffer significant losses caused by climate-related physical risks and transition risks.

Expected financial impact: Based on the assessment, the Group has not identified any climate-related material risks or opportunities that would result in significant adjustments to the carrying amounts of assets and liabilities in the financial statements in the next reporting period.

The results of the resilience assessment[9] of key risks indicate that, under two scenarios, the impact of extreme weather events on the Group's finances will gradually become more significant over time, but overall remains at a low risk level. The Group currently has no assets or business activities that are significantly vulnerable to transition risks.

Resilience Assessment Results for Key Physical Risks

Physical Risks	Assessment Content[10]	IPCC – RCP 2.6			IPCC – RCP 8.5		
		Short-term 2030	Medium-term 2040	Long-term 2050	Short-term 2030	Medium-term 2040	Long-term 2050
Increased risk of heavy rainfall and flooding	Proportion of potential loss increase (due to higher frequency and intensity of climate events) relative to operating revenue	●	●	●	●	●	●
Rising intensity and frequency of typhoons		●	●	●	●	●	●
More frequent extreme heat events		●	●	●	●	●	●

● High risk (≥0.5%) ● Medium risk (0.05%-0.5%) ● Low risk (<0.05%)

Strategy and Decision-Making

To address climate-related risks and capture the opportunities arising from the low-carbon transition, the Group has embedded its carbon reduction strategy throughout the entire lifecycle, from raw material procurement and production to logistics transportation, distribution centers, and stores. It has implemented a range of energy conservation and emission reduction measures to reduce carbon emissions across the full product value chain, while also expanding green businesses such as green logistics and sustainable consumption. For further details, please refer to the sections on Energy Management, Sustainable Raw Materials, Waste Management, Packaging Management, and Sustainable Consumption in this chapter.

[9] Assessment and the related financial analysis involve long-term projections of the macro environment and are subject to significant uncertainties. The conclusions are constrained by the completeness and accuracy of the underlying climate data, potential deviations between scenario assumptions and actual policy and climate pathways, and limitations in certain parameters of the current analytical models.

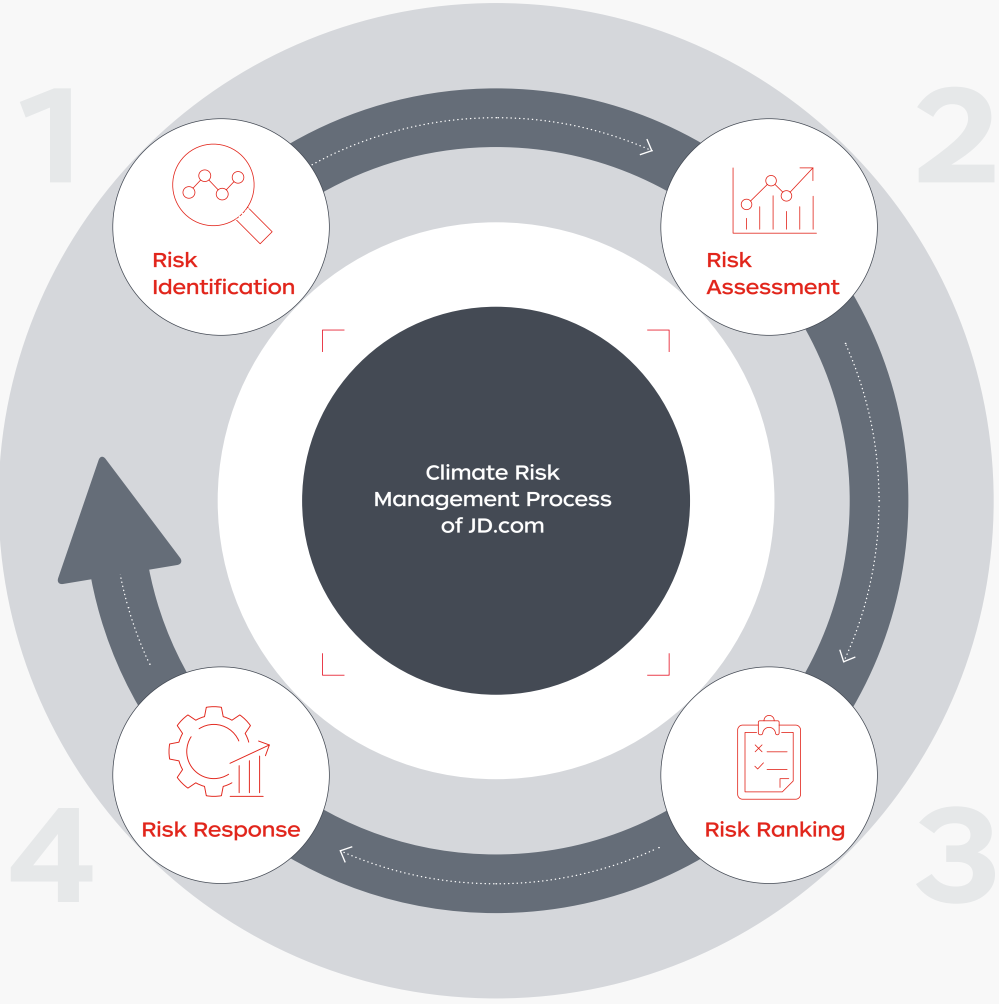
[10] Assuming that asset locations, scope of operations, employee headcount and corporate policies remain unchanged.

Risk Management

JD.com continuously monitors changes in climate conditions, external policies and regulations, and the market environment, and identifies, assesses, and manages climate-related risks that may affect the Group's strategy, operations, and financial performance. The Group has incorporated climate-related risk management into its risk management system and internal reporting mechanisms, and reports relevant risk identification results, assessment findings, and response progress through its governance processes.

- The Group continuously identifies the potential impacts of climate-related risks and, with reference to scenarios developed by international institutions such as the IPCC and IEA, as well as macro policy, regulatory requirements, and industry trends, identifies and screens risks relevant to its business.
- By benchmarking peer practices and gathering key stakeholder concerns, the Group systematically reviews and screens risks that are highly relevant to its business.

- Based on the results of scenario analysis, the Group uses a combination of qualitative and quantitative methods to assess the likelihood of various climate-related risks and their potential impacts on operational continuity, asset security, cost structure, and workforce management.



- Taking into account policy and market trends, the expectations of external stakeholders, and the potential impacts on the Group's business and financial performance under different climate scenarios, the Group prioritizes identified climate-related risks, determines the risk areas requiring focused attention and priority management, and supports resource allocation and the development of management measures.

- Based on the results of the risk assessment and prioritization, the Group develops and continuously refines response measures and management plans for key climate risks, and advances related initiatives in areas including infrastructure resilience enhancement, operational continuity, employee safety, the low-carbon transition, and energy mix optimization.

Metrics and Targets

Metrics and Targets Related to Climate Change of JD.com

Tier-1 Metrics	Tier-2 Metrics		Description of Metrics	Target Setting
Carbon inventory and emission reduction	Carry out a comprehensive carbon inventory		• Define the boundaries, scope, and methodology for the carbon inventory.	• Conduct a carbon inventory annually and engage an independent third-party organization for verification.
	Establish group-level emission reduction targets		• Set and disclose group-level carbon reduction targets.	• Encourage each business segment to set carbon reduction targets, while actively assessing and establishing group-level carbon reduction targets. • In April 2026, JINGDONG Logistics received official approval from the Science Based Targets initiative (SBTi)[11] for its greenhouse gas (GHG) emissions reduction targets following technical validation. The targets commit JINGDONG Logistics, using 2024 as the base year, to reduce absolute Scope 1 and Scope 2 GHG emissions by 63.0% by 2035, and to reduce the GHG emissions intensity (tCO_2e/km) from purchased goods and services, and upstream transportation and distribution under Scope 3 by 66.33%. By 2050, JINGDONG Logistics aims to reduce absolute Scope 1 and Scope 2 GHG emissions by 90.0%, and absolute Scope 3 GHG emissions by 90.0%. These targets have been approved by the Board of Directors of JINGDONG Logistics.
Strengthen climate governance	Establish governance structure		• Building on the existing ESG governance structure, the Group has strengthened its focus on and management of climate-related matters.	• Governance Structure: The Board of Directors has established an ESG Committee to oversee and direct climate change-related matters, while the ESG Working Group coordinates the advancement and implementation of climate targets across subsidiary groups and business units.
	Establish an Internal Carbon Pricing (ICP) Mechanism		• Building upon existing emission reduction strategies by establishing an internal carbon pricing mechanism for management purposes.	• The Group has not yet implemented an ICP Mechanism; however, it plans to gradually pilot and establish an ICP mechanism within the next three years.
Promote carbon emission reduction in all business scenarios	Low-carbon operations	Low-carbon office operations	• Strengthen intelligent operation and maintenance (O&M) management of energy use in office spaces. • Increase the use of energy-saving facilities. • Encourage low-carbon work practices such as green commuting, remote working, and remote meetings.	• Continue advancing waste reduction and improvements in Resource utilization efficiency. • In 2025, JINGDONG Global Headquarters Beijing Campus 4 installed 380 kW of photovoltaic power generation equipment. After commencing operation in August, it generated approximately 106,000 kWh of electricity, all of which was consumed on-site. • In 2025, JINGDONG Global Headquarters Beijing Campus used 10,803,245 kWh of green electricity.
		Low-carbon data centers	• Actively utilize renewable energy to optimize operations and promote large-scale distributed photovoltaic power generation systems. • Buildings should adopt low-energy design. • Energy consumption should be monitored and managed through an operation and maintenance management platform. • Emergency response plans should be developed to enhance climate resilience and effectively withstand extreme weather events.	• JD Cloud's independently developed Alpha intelligent computing power module supports the integrated delivery of liquid cooling systems, with PUE maintained below 1.15. • Infrastructure energy consumption continues to decline. The new generation of liquid-cooled servers has improved heat dissipation efficiency by 50%, delivering annual electricity savings of 8,500 kWh per 20 kW rack.
		Expand low-carbon financing	• Leverage green financial tools to increase investment in low-carbon projects. • Identify and incubate more green innovation projects.	• Continuously identify projects with low-carbon benefits and gradually expand the scope and scale of green financing to support the Group's investments related to its low-carbon transition. • Monitor and study mechanisms related to the carbon trading market, and explore pilot initiatives aligned with business characteristics.
	Low-carbon supply chain	Low-carbon transportation	• Promote the use of new energy vehicles in logistics operations. • Optimize logistics routes and warehousing and transportation network planning through digital and intelligent technologies. • Optimize vehicle allocation to reduce energy consumption during transportation.	• Continue to increase the share of new energy vehicles and strengthen energy consumption management in transport operations. As of the end of the reporting period, JINGDONG Logistics had more than 14,000 self-operated new energy vehicles, representing an increase of over 4,000 vehicles compared to 2024.
		Low-carbon logistics parks	• Energy substitution: maximize the use of on-site renewable electricity, such as distributed photovoltaic systems and efficient energy storage. • Efficient operations: automated operations and comprehensive electrification of energy use across the parks. • Online operation and maintenance system for carbon neutrality solutions at smart logistics parks.	• During the reporting period, verified by third-party organizations, one park under the Group obtained carbon-neutral park certification, and one park obtained zero-carbon park certification. • Gradually increase photovoltaic power generation capacity (in 2025, JINGDONG Property's self-built photovoltaic power generation reached 39,740,000 kWh, equivalent to reducing carbon emissions by 32,877 tonnes[12]).

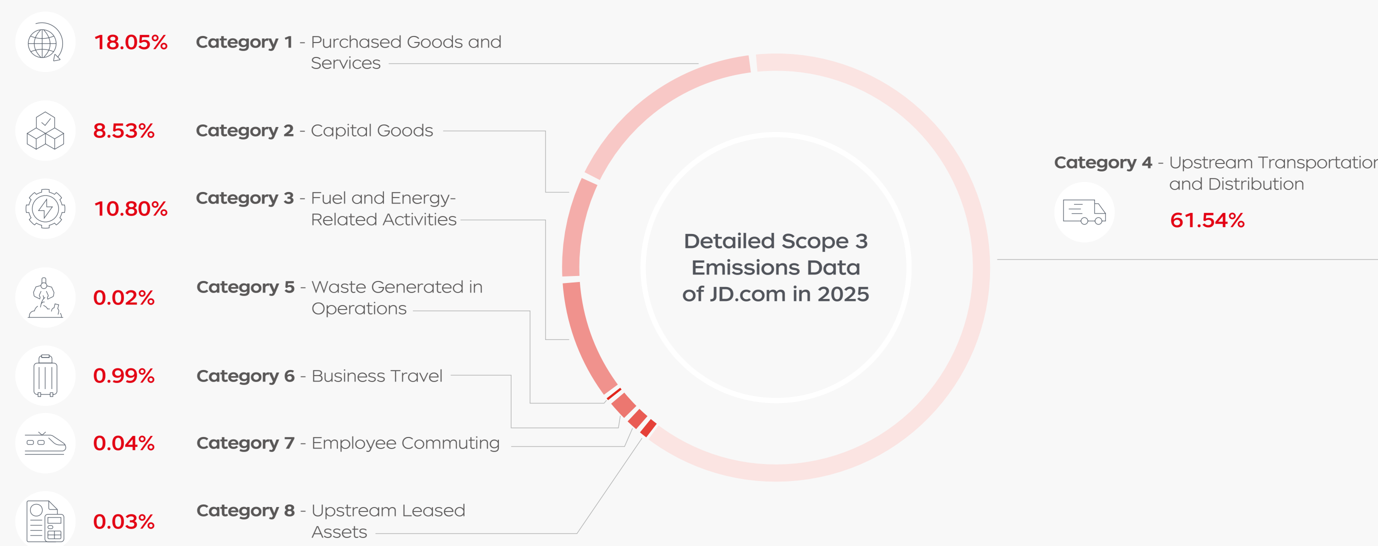
[11] This target covers all relevant greenhouse gases. The industry methodology referenced for Science-Based Targets (SBT): SBTi Standards Land Transport Document.

[12] The electricity emission factor comes from the *Announcement on the Release of Electricity Carbon Dioxide Emission Factors in 2023* issued by the Ministry of Ecology and Environment in 2025.

Tier-1 Metrics	Tier-2 Metrics		Description of Metrics	Target Setting
Promote carbon emission reduction in all business scenarios	Low-carbon supply chain	Low-carbon packaging	• Advance the adoption of reusable packaging. • Implement packaging reduction projects. • Advance R&D and innovation in eco-friendly packaging. • Application of digital and intelligent technology • Promote the coordinated use of eco-friendly packaging across upstream and downstream partners. • Build a public sharing and recycling system for reusable packaging.	• Continue to expand the application of the Delivered With Original Package (DWOP) model, promote packaging solutions such as reusable insulated boxes, and reduce the use of single-use packaging materials. • Scale up the deployment of reusable logistics containers such as cage carts and foldable pallet boxes to reduce packaging material consumption throughout logistics operations. • JINGDONG Logistics Packaging Laboratory advanced its related research initiatives and continuously optimized packaging structures and material applications through technological and solution innovation. In 2025, JINGDONG Logistics Packaging Laboratory obtained certification from the International Safe Transit Association (ISTA) as well as accreditation from the China National Accreditation Service for Conformity Assessment (CNAS).
		Suppliers' collaborative carbon reduction	• Encourage suppliers to jointly develop carbon reduction targets and response plans.	• Strengthen record-keeping for data such as energy consumption and vehicle mileage, continuously assess suppliers' carbon reduction potential, and work together to advance emission reductions across the value chain.
	Value chain emission reduction	Promote low-carbon consumption	• Participate in the development of national standards for low-carbon products. • Expand the supply of low-carbon products. • Strengthen efforts to guide low-carbon consumption and green lifestyles.	• Through the Green Impact Initiative, JD.com is building a green e-commerce platform, promoting green consumption, and encouraging consumers to choose low-carbon and environmentally friendly products and services. In 2025, we reduced emissions of 731 tCO$_2$e through Carbon Inclusive Project.
		Promote industrial low-carbon development	• Promote the integration of digital intelligence with traditional industries through technologies such as big data, cloud computing, and artificial intelligence, and advance carbon reduction in traditional industries through digital transformation.	• Empower the low-carbon transition of real-economy enterprises through technology, while continuously exploring new business and revenue models for the Group.
Information disclosure	Conduct annual climate-related information disclosure		• Identify, assess, and manage climate-related risks and opportunities, and disclose them annually. • Disclose annually the established climate goals and progress towards them.	• A dedicated Climate Change Response subsection is included in the ESG Report each year to disclose relevant progress and performance. • In 2025, a systematic assessment of climate-related risks and opportunities, along with a financial impact analysis, was conducted and disclosed in the Strategy section of this subsection.

GHG Emissions of JD.com in 2025

Category	Unit	Emissions in 2025
Scope 1 emissions	tCO$_2$e	2,636,078.04
Scope 2[13] (Location-Based) emissions	tCO$_2$e	1,434,649.11
Scope 3[14] emissions	tCO$_2$e	8,644,512.75
Total emissions (Scope 1 + Scope 2)	tCO$_2$e	4,070,727.15
GHG emissions intensity (Scope 1 + Scope 2)	tCO$_2$e/RMB million of revenue	3.11



[13] Scope 2 emissions disclosed in this report are calculated by the location-based method.

[14] Scope 3 emission categories include: purchased goods and services (restricted to packaging materials), capital goods (excluding buildings), fuel- and energy-related activities, upstream transportation and distribution, waste generated in operations, business travel, employee commuting, and upstream leased assets.

Green Operations

JD.com fully integrates low-carbon and sustainability principles into key business activities, including raw material procurement, operations management, warehousing and logistics, packaging, transportation and distribution, and consumption. By systematically advancing the application of clean energy, improving resource efficiency, and strengthening waste management, the Group continuously reduces the environmental impact of its operations and promotes the coordinated advancement of business development and environmental responsibility.

Energy Management

JD.com has established the *Energy Tracking Table* and the *Building Energy Use Benchmark Values* to implement enhanced energy management across all aspects of its operations, including green office practices, green campuses, green stores, and green logistics. The Group has also comprehensively improved its energy management capabilities and energy efficiency by actively promoting low-carbon office practices and green buildings, deploying distributed photovoltaic systems, and developing zero-carbon logistics parks.

Green Office Practices

Energy-saving Measures for Office Premises in 2025

Office Facilities and Supplies

- Smart lighting systems and direct drinking water devices are used in office areas.
- High-efficiency heating systems and temperature and humidity sensors are deployed to enable efficient automatic adjustment.
- Security patrol routes are optimized, and scheduled power shut-off measures are implemented for electrical equipment in public areas to reduce unnecessary power consumption.
- All A4 paper used in office areas is sourced from suppliers with carbon neutrality certification.

Publicity and Advocacy

- "Turn off Lights Before You Leave" signs are posted to enhance employees' energy-saving awareness.
- Employees are encouraged to bring their own reusable cups to reduce the use of disposable paper cups.
- Participated in the Earth Hour event by organizing workplaces nationwide to switch off signage lighting, floodlighting, and indoor lighting, saving 1,000 kWh of electricity.

Digital and Intelligent Management

- The Intelligent Building Management System (IBMS) is implemented to refine electrical configurations based on building characteristics and monitoring data, tracking energy use in real time, and quickly identifying and addressing areas with high energy consumption.
- The "333 Principles for Meetings" are established, limiting the number of presentation slides, meeting duration, and rounds of discussion to reduce resource consumption.
- Online collaboration tools and electronic signatures are promoted to reduce paper use and document delivery, optimizing the use of office space, and lowering energy consumption.

Green Electricity Utilization

- In 2025, JINGDONG Global Headquarters Beijing Campus utilized 10,803,245 kWh of green electricity, with Campus 4 taking the lead in achieving 100% operations powered entirely by green electricity. Starting from January 2026, the Group has further expanded its green electricity procurement. Green power is now utilized across all office parks of JINGDONG Global Headquarters Beijing Campus.
- In 2025, JINGDONG Global Headquarters Beijing Campus 4 installed 380 kW of new photovoltaic power generation equipment. After commencing operation in August, it generated approximately 106,000 kWh, all of which was consumed on site.

Green Travel

- In 2025, the number of new energy shuttle buses serving JINGDONG Global Headquarters Beijing Campus reached 237, achieving 100% use of new energy vehicles.
- Partnered with online mobility platforms to offer carpooling services and use clean energy vehicles, thereby reducing carbon emissions from travel. In 2025, JD.com recorded over 370,000 green trips through carpooling.

Green Campuses

JD.com actively advances the development of green parks and green buildings, following the principle of "passive priority, active optimization."[15] Centered on the overarching requirements of green and low-carbon development, ecological priority, multifunctional integration, the integration of humanistic and technological elements, and sustainable operations and maintenance, the Group has continued to promote renewable energy development and ecological design across its parks to reduce energy consumption. During the reporting period, verified by third-party organizations, one park under the Group obtained carbon-neutral park certification, and one park obtained zero-carbon park certification. 7 new logistics parks had incorporated green building standard design, 12 had adopted sponge city designs, and 8 had applied prefabricated building methods[16]. In 2025, the Group added unattended intelligent power station systems at its Beijing and Wuhan parks, enabling intelligent energy analysis and energy consumption management, thereby effectively enhancing the parks' energy management level and utilization efficiency.

The Group has continued to expand its use of renewable energy, installing over 1,000 charging stations across multiple parks. Through contract energy management, it has also jointly developed photovoltaic power plants with companies such as Huaneng Power, China Nuclear Power, and SPIC, with a total of 61 parks connected to the grid. Power generated is prioritized for the Group's own energy needs, with surplus electricity sold to the grid. In 2025, 13 of the Group's parks obtained issuance through the National Energy Administration's Green Certificate Issuance, with over 50,000 green certificates traded.

The Group actively participates in the development and promotion of low-carbon industry standards and contributes to the formulation of key standards in the low-carbon field. It contributed to the compilation of the *Zero-Carbon Park Evaluation Standard* (T/CABEE 103-2025), led by the China Academy of Building Research, and played an active role in formulating the *Evaluation Standard for Green Industrial Buildings*, thereby advancing the normalization and application of low carbon concepts and practices across the industry.

Energy-saving and carbon reduction measures adopted by JD.com in building construction

- The green building strategies adopted take into account both upfront costs and long-term benefits.
- Sustainable energy systems, including daylight regulation systems and energy-efficient lamps, as well as high-performance building envelope features, including green roofs, natural ventilation windows, vertical greening, insulated walls, and shading louvers, have been installed.
- Operable windows and curtain wall ventilation devices on the building facade have effectively improved the energy efficiency of office spaces.
- All fluorescent lighting fixtures selected for the building design use high-quality, energy-saving, high-color-rendering fluorescent tubes, and are equipped with high-efficiency electronic ballasts or energy-saving inductive ballasts.
- Outdoor lighting, such as street lamps, garden lamps, and lawn lamps, is controlled through automatic activation based on illumination levels or timer-based settings, while ground lights and floodlighting use timer-based controls.
- An intelligent building management system is in place to monitor air conditioning, lighting and socket loads, power systems, and other special electricity usage in real time. Energy data visualization is used to support cross-sectional and longitudinal benchmarking and management of energy consumption, enabling real-time monitoring of building energy use.
- Air conditioning, ventilation, and other equipment are selected from high-quality products that meet national energy consumption and performance standards.
- Ultra-low noise cooling towers are installed on the rooftop to minimize the impact on the surrounding environment.

→ Distributed Photovoltaic Project at the Customer Service Park in Suqian City, Jiangsu Province

To optimize the park's energy mix, reduce energy costs, and meet energy conservation and emission reduction requirements, JD.com implemented a distributed photovoltaic power generation project at its customer service park in Suqian City, Jiangsu Province. The project makes use of available rooftop and parking area space within the park to install photovoltaic power generation facilities. It is expected to generate over 5 million kWh of electricity annually and deliver annual electricity cost savings of over RMB 2 million.

JINGDONG Property was recognized as one of the first batch of **"Typical Cases of Green and Low-Carbon Warehousing and Distribution"** by the China Warehousing and Distribution Association in 2025 for its construction of green warehousing facilities and low-carbon operation practices.

Green Stores

JD.com continues to adopt high-efficiency energy-saving technologies and actively procure green electricity to advance energy conservation and emission reduction across its physical stores. We have implemented comprehensive energy management optimization measures at stores including 7FRESH and Huaguan Supermarket, supporting the green transformation of its business.

At the operational level, stores have comprehensively adopted low-energy LED lighting and variable-frequency cold chain technologies, while upgrading to intelligent lighting and zoned time-control systems to enable more refined energy management. At the same time, the Group has optimized its energy mix, with green electricity procurement implemented in six core Huaguan Supermarket stores as of 2025.

In 2025, building on the completion of energy-saving retrofits across all existing stores, 7FRESH applied energy-efficient design standards to all newly opened stores. Specifically, 100% of lighting systems are equipped with intelligent controls and high-efficiency LED sources, while variable-frequency technology is fully deployed in cold chain systems, effectively enhancing overall energy utilization efficiency at the store level.

[15] "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.

[16] Based on the *Assessment Standard for Green Building* and the *Assessment Standard for Green Industrial Building*.

Green Logistics

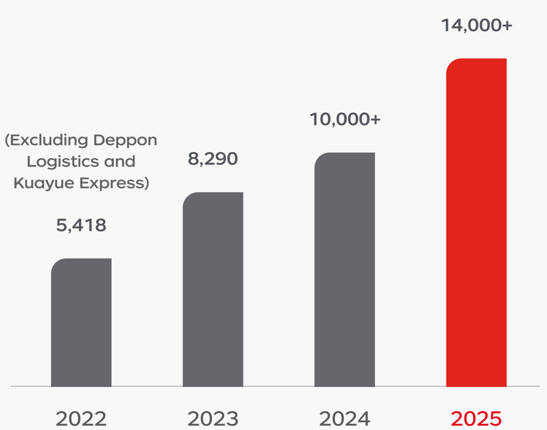
Green Transportation and Innovation in Road-Rail Intermodal Transport

In road transportation, the Group leverages technologies such as 5G, artificial intelligence, big data, cloud computing, and the Internet of Things (IoT) to continuously optimize transportation processes and routes, thereby enhancing logistics efficiency. Focusing on core areas including trunk transportation, regional transshipment and last-mile delivery, we have scaled up the deployment of clean-energy vehicles. By optimizing the freight capacity structure and improving the alignment between vehicles and application scenarios, while upgrading supporting infrastructure such as battery charging and swapping stations, we have gradually built a green road transportation network spanning domestic and international operations. As of the end of the reporting period, JINGDONG Logistics had more than 14,000 self-operated new energy vehicles, representing an increase of over 4,000 vehicles compared to 2024.

To reduce carbon emissions from transportation, we have planned integrated logistics hubs nationwide and launched "road-to-rail" and "air-to-rail"[17] logistics solutions, along with "exclusive ESG product services," to improve utilization of railway capacity and significantly reduce carbon emissions. As of the end of 2025, JINGDONG Logistics had expanded its railway transportation network to over 700 routes, covering a variety of transportation models, including high-speed rail express, container block trains, luggage-car services, and dedicated e-commerce freight trains. JINGDONG Logistics also launched its low-carbon logistics product "T9" and expanded next-morning cross-provincial delivery services, driving synergies between sustainability and operational efficiency.

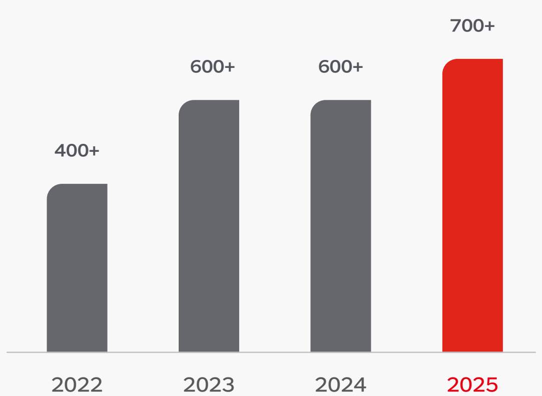
JINGDONG Logistics's self-operated new energy vehicles

Unit: Vehicle



JINGDONG Logistics's railway operating routes

Unit: Route



SCEMP Platform and Carbon Management Innovation

SCEMP, the carbon management SaaS platform launched by JINGDONG Logistics, is the only digital supply chain carbon management solution in the logistics sector that has obtained certification under four major standards: ISO 14064, ISO 14083, ISO 14068, and the GLEC framework of the Smart Freight Centre. Leveraging IoT technology, machine learning, and big data models, the platform enables precise accounting of the carbon footprint across the entire lifecycle of the supply chain. It not only fills the gap in carbon footprint accounting for less-than-truckload (LTL) freight but also leverages blockchain technology to create a distributed carbon ledger, ensuring that every carbon emission is recorded transparently and accurately.

Awards and Recognitions for SCEMP in 2025:

- SCEMP's MRV-T technology was listed in the ***Green Technology Promotion Catalog (2024 Edition)***, jointly released by the National Development and Reform Commission and seven other ministries and commissions.
- As the first MRV-T carbon reduction technology in the logistics industry, SCEMP was listed in the ***Ministry of Industry and Information Technology's Recommended Catalog of Energy-Saving and Carbon-Reduction Technologies and Equipment in the Industry and Information Technology Sector (2025 Edition)***.
- SCEMP's digital carbon reduction technology for the logistics industry was included in the ***Application Guidelines and Cases for Energy-Saving and Carbon-Reduction Technologies in the Industry and Information Technology Sector (2025 Edition)***.
- SCEMP became the **first supply chain carbon footprint technology listed on the National Green Technology Exhange of China**.
- The project "Synergistic Carbon Reduction in Upstream and Downstream Supply Chain Based on MRV-T Technology" won the **United Nations WSIS Prizes 2025 Nomination Award**.

[17] "road-to-rail" and "air-to-rail" refer to the modal shift of transporting goods via railway instead of road (freight trucks) or air. This strategy aims to leverage the high capacity and low energy consumption of rail transport to reduce the carbon footprint of logistics.

Green Warehouses

JD.com has fully integrated the green and low-carbon philosophy throughout the entire lifecycle of its warehousing operations, systematically advancing energy-saving operations and energy transition across every stage, from site selection, design, and construction to ongoing operations. A portion of our warehouse management practices include power shutoffs during non-operating hours, zoned lighting, and the 100% electrification of forklift power sources. Combined with refined management, intelligent control systems, and distributed photovoltaic power generation systems, these measures have effectively improved warehouse energy efficiency.

As of the end of the reporting period, 18 of the Group's warehouses had been awarded the "Green Warehouse" certifications, including 11 first-level (three-star) green warehouses and 7 second-level (two-star) green warehouses.

→ Energy-saving Cabinet Deployment Project at the Tianjin Sorting Center

To address the concentration of equipment, high electricity loads, and AC power quality issues such as three-phase imbalance and harmonic distortion at logistics sorting centers, JD.com introduced energy-saving cabinets on a pilot basis at a bulk cargo sorting center in Tianjin. Through technical measures including voltage stabilization, three-phase current balancing, and harmonic mitigation, the project improved power quality and reduced power losses. A total of two energy-saving units were deployed in this pilot, with a target energy-saving rate of no less than 8% (±1%), providing a practical reference for energy efficiency measures in similar logistics scenarios.

Metrics and Targets

2025 Office Energy Saving Goal and Progress

Reduce electricity use by

2%

compared with the previous year[18]

Achieved

2025 Renewable Energy Usage Goal

Further expand the coverage of photovoltaic power plants across logistics parks and continue to reduce clients' operational costs

2025 ISO System Certification

In 2025, multiple entities, including JINGDONG Property, JINGDONG Logistics, and JINGDONG Industrials[19], obtained leading domestic and international environmental management system certifications, such as **ISO 14001**.

Certain entities of JINGDONG Property and JINGDONG Industrials obtained **ISO 50001** Energy Management System certification.

2025 Green Progress of Logistics Parks

Number of logistics parks certified as "zero-carbon" or "carbon-neutral"

2

As of the end of 2025

79

parks operated by JINGDONG Property have installed charging facilities

with a total of

1,022

charging piles

In 2025, JINGDONG Property self-built photovoltaic power generation reached

39,740,000 kWh

equivalent to a reduction of

32,877 tonnes

of carbon emissions

JD.com's Energy Use in 2025

Metric	Unit	Data for 2025
Direct energy consumption	MWh	10,009,211.49
Indirect energy consumption	MWh	2,721,181.53
Comprehensive energy consumption	tce	1,564,506.95
Comprehensive energy consumption intensity	tce/RMB million of revenue	1.20

[18] This data reflects year-on-year figures for Beijing Campus 1, Beijing Campus 2, and Beijing Campus 4, and excludes Buildings D, E, and F of Beijing Campus 1, which were newly commissioned in 2024.

[19] Certifications obtained by JINGDONG Industrials are issued under the entity of JINGDONG Industrials Products.

Packaging Management

JD.com continues to advance eco-friendly packaging, reducing the impact of packaging on resources and the environment through material innovation and refined operations.

Packaging Management in Logistics

Guided by the principles of "Reduction, Reuse, and Degradation," the Group has systematically advanced the green transformation of packaging across logistics operations by integrating institutional norms, technological innovation, and large-scale application. Through these efforts, the Group has continued to reduce packaging material consumption and environmental impact, while enhancing the effectiveness of eco-friendly packaging through quantitative management. In 2025, JINGDONG Logistics Packaging Laboratory received both International Safe Transit Association (ISTA) certification and China National Accreditation Service (CNAS) certification.

Reduction

- We applied algorithms to refine packaging management and continuously optimize the intelligent box-packing algorithm. We have achieved a **7%** reduction in the void ratio of packages, effectively lowering the usage of packaging materials.
- We comprehensively promoted the lightweight X-series carton structure, achieving a **5%-25%** reduction in raw material usage per carton. Annually, approximately **20,000 tonnes** of paper consumption were reduced, resulting in a carbon emission reduction of **22,600 tonnes**.
- We launched the X-series waterproof bags, reducing raw material usage by **20%** while maintaining performance standards. The annual replacement rate for express delivery bags reached **99.4%**, reducing plastic usage by nearly **10,000 tonnes** and achieving a carbon emission reduction of **30,800 tonnes**.
- In terms of auxiliary materials, by narrowing the tape to 40 mm, a carbon emission reduction of **1,810 tonnes** was achieved throughout the year.

Degradation

In 2025, we deployed over **18 million** degradable packaging bags in express delivery and other processes, while introducing degradable adhesive tape to gradually replace traditional plastic products. Across different regions and business scenarios, we continued to explore the use of degradable cushioning materials and replaced traditional bubble wrap with alternatives such as air pillows, continuously reducing plastic use per parcel and accelerating the transition of packaging materials toward biodegradable and environmentally friendly solutions.

Reuse

Secondary Reuse of Cardboard Boxes

- Dedicated personnel are assigned to promote the screening and recycling of secondary cardboard boxes, and frontline staff are encouraged to prioritize the use of recycled cardboard boxes. In 2025, cumulative secondary cardboard box reuse **exceeded 300 million** times, equivalent to a reduction of **29,000 tonnes** of carbon emissions.
- For the transportation of large items in certain industry scenarios, reusable packaging is used to replace traditional single-use packaging materials such as wooden frames and crates.

Circular Packaging

- **Fresh and Frozen Products**

Over 900,000 reusable insulated boxes and supporting cold chain micro-warehouses have been deployed in **18 cities**, with **89.36 million** reuses throughout the year, resulting in carbon emission reductions of **76,000 tonnes**.

→ JINGDONG Logistics Deployed 500,000 Reusable Insulated Boxes During the "618 Shopping Festival"

On the occasion of World Environment Day and the 8th anniversary of the launch of "Green Stream Initiative," JINGDONG Logistics announced the deployment of **500,000** new-generation reusable insulated boxes during the 618 Grand Promotion, setting an industry record for single event deployment scale. Made from food-grade PP material, each box can be reused up to **300 times**. Through "one box, one code" and Radio Frequency Identification (RFID), full-process closed-loop traceability and efficient recycling are achieved. Each box reduces carbon emissions by **850 grams** per use cycle, and the full-lifecycle carbon reduction for this batch of boxes is estimated at approximately **127,000 tonnes**.

New Reusable Insulated Box Used by JINGDONG Logistics

- **Small Items Stored in Room Temperature**

Destination-based centralized packaging and turnover container transport models are promoted to replace traditional cardboard boxes and filler materials, resulting in the transportation of **41.09 million** parcels via turnover containers throughout the year.

- **Expansion of Circular Container Application Scenarios**

Coverage is gradually expanding in fields such as pharmaceuticals and furniture. In 2025, the number of reusable container deliveries **exceeded 130 million**, with monthly consumption of stretch film decreasing by **over 60%** and monthly consumption of pallet decreasing by **over 70%**.

Packaging Management of Products

JD.com continues to explore the use of sustainable packaging materials to reduce packaging material consumption. During project implementation, the Company systematically evaluates the drop resistance performance of product packaging and, based on the results, has established an internal mechanism to optimize packaging standards, thereby ensuring transportation safety while effectively achieving resource conservation goals.

In 2025, JD.com's private brands focused on 800+ SKUs and reduced material costs by RMB 1.72 million through innovative packaging solutions, such as using self-operated waterproof bags instead of traditional cardboard boxes for shipping.

Packaging for certain JD.com products has obtained FSC[20] certification, ensuring that packaging raw materials are sourced from sustainably managed forest resources. Compliance is continuously safeguarded through regular documentation reviews and third-party testing. In packaging design, the Company prioritizes recyclable and compostable materials over traditional plastics and further reduces material consumption by optimizing packaging structures, thereby improving resource utilization efficiency in the packaging process.

[20] Forest Stewardship Council.

Sustainable Raw Materials

The production of raw materials may have adverse impacts on natural resources, water, and land. We fully recognize the significance of procuring sustainably certified seafood, timber and paper, palm oil, cotton, etc., from the source to mitigate negative environmental and resource impacts. We guide suppliers to enhance their compliance and sustainable management levels for raw materials and encourage them to obtain third-party certifications for responsible raw materials that are highly recognized, feature comprehensive standards, and impose strict requirements.

To systematically enhance compliance management in the production and supply stages of raw materials, the Group implements end-to-end controls tailored to the characteristics of different products and raw materials, including raw material admission verification, sampling inspections, and post-market quality verification, while continuously optimizing and strengthening its raw material traceability management mechanism. For key categories such as meat and dairy products sold by 7FRESH, Huaguan Supermarket, and JD.com private brands, the Group strictly reviews relevant quarantine certificates, import customs declaration documents for meat products, and the statutory production qualifications of repackaging manufacturers. During factory audits, it also collects supporting documentation related to raw material certifications and conducts a comprehensive assessment of the entire process, covering planting bases, production and processing suppliers, logistics transportation, warehousing, distribution, and in-store sales. By strengthening admission reviews and process controls, the Group ensures that suppliers comply with applicable laws, regulations, and environmental management requirements, thereby ensuring that raw material sources are transparent, compliant, and sustainable.

The 7FRESH fresh produce traceability system is built on product batch code management. By integrating the operation and management platform, supplier backend system, the quality management system, the 7FRESH app, and the mini program, it enables end-to-end traceability for products from the supply side through to the point of sale. As of December 31, 2025, 7FRESH had launched a cumulative of 735 traceable products, representing 58% of actively sold products in the fresh produce category.

Supply

Supplier/producer qualification inspections, soil and water quality testing certificates from the production bases, third-party product testing reports, batch release inspection reports, organic certification, and green certification

Warehouse

Central warehouse inbound inspection reports and laboratory testing reports

Sales

In-store product sampling inspection reports and store food safety routine inspection reports

Traceability Information for Fresh Meat and Poultry Products

7FRESH has further strengthened its collaboration mechanisms with local farmers and agricultural cooperatives, and continued to advance the "direct supply from the origin" model. By shortening supply chain links to enable direct sourcing at the source, we fasten the speed from field to table.

7FRESH Direct Supply from the Origin

In addition, we engaged third-party professional institutions to provide specialized training on raw material procurement for employees involved in procurement. The training covered key areas including traceability mechanisms, management, and risk identification and assessment in the procurement and use of raw materials, thereby strengthening procurement employees' understanding of and practical capabilities in sustainable raw material management.

JD.com's Sustainable Raw Material Procurement of JD.com in 2025

Paper sheet

Certain suppliers of JD.com's private brands paper products have obtained FSC certification.

Tea

A total of 20 tea products of JD.com's private brands, or 80% of tea products currently on sale, have passed over 100 authoritative pesticide residue tests.

Certain products from JD.com's private brands, including tea beverages, nuts, dried foods, sea cucumber, milk powder, and grain beverages, have received organic certification.

Waste Management

Under the guidance of national policies and regulatory documents such as the *Opinions on Accelerating the Construction of a Waste Recycling System* and the *Action Plan for the Application and Promotion of Recycled Materials*, JD.com has incorporated waste management into the priorities of its green operations and systematically advanced waste sorting practices and standardized disposal. The Group continues to improve its waste management system and optimize management processes, managing waste by category and reviewing treatment qualifications and recycling requirements in business areas with relatively high waste generation. It has implemented reduction and resource recovery measures, and continuously improved energy efficiency in the transportation and treatment of waste across operations, as well as overall management performance.

The Group has established waste and emission management objectives, committed to continuously promoting source reduction, classified management, resource utilization, and compliant disposal of waste. During the reporting period, all waste and emission generated by the Group were disposed or discharged in accordance with applicable standards.

Office areas

In office operations, the Group applies classified collection and management to both hazardous and non-hazardous waste. Discarded toner cartridges, kitchen waste and other waste are handed over to qualified professional organizations or sent to designated local government facilities for standardized disposal. For non-recyclable waste, the Group strictly complies with relevant government requirements and entrusts professional institutions with incineration or landfill disposal.

In addition, the Group explores opportunities for reuse based on actual usage and wear conditions, with a view to minimizing waste generation to the greatest extent possible. In office areas, we have introduced plant adoption and exchange programs to encourage employees to take in plants slated for replacement, effectively reducing waste from idle greenery.

Consumer engagement

The Group actively encourages consumers to engage in the recycling of home appliances, home furnishing products, and 3C appliances (computer, communication, and consumer products). Through incentive programs such as trade-in, the Company enhances waste recycling rates and resource recycling efficiency. In 2025, "Trade-In" Program recycled a cumulative total of 9.11 million sets of large household appliances and 2.33 million small household appliances. In addition, JD.com works with ecological partners to continuously expand multi-category, multi-channel recycling service capabilities for the recycling of second-hand electronic products. By extending product life cycles and reducing resource waste, the Company advances the practical adoption of sustainable consumption.

In food delivery scenarios, to reduce unnecessary resource consumption and plastic use, JD Food Delivery launched the "Simplified Cutlery" initiative. Based on user research and analysis of usage scenarios, it optimized the default cutlery offering by simplifying the original pack, which contained multiple disposable items, to one pair of bamboo chopsticks and one sheet of greaseproof placemat paper. The cutlery materials used are recyclable or degradable, effectively reducing single-use plastic consumption and helping reduce the generation of plastic waste in food delivery scenarios.

In 2025, JINGDONG Logistics and China Renewable Resources Development Group explored the development of a collaborative model spanning "collection - transportation - dismantling - high-value utilization" across recycling and recovery scenarios for used home appliances, 3C electronic products, industrial materials, end-of-life vehicles, and power batteries. Leveraging JINGDONG Logistics' capabilities in reverse logistics network operations, last-mile collection reach, logistics route optimization, and carbon footprint management, together with professional dismantling and resource recovery systems, the two parties promoted the transition from end-user collection to standardized, large-scale resource utilization. This helped reduce the amount of waste entering landfill or other disposal channels due to inefficient recycling, improve the utilization rate of recycled resources, and mitigate environmental impact.

Operation facilities

All operation facilities under JD.com implement categorized management based on the characteristics of waste, which is then uniformly handled by qualified state-designated entities or transported to waste treatment facilities designated by local governments for compliant disposal.

Project construction phase

In project development and construction management, the Group has established internal management systems and operating procedures for construction waste management and emissions control, with clear requirements for green construction and resource conservation. During construction, the Group places particular emphasis on waste classification, recycling, and reuse management, and assigns dedicated personnel to oversee data collection and supervision throughout the process. At the same time, the Group has strengthened environmental control measures, including dust mitigation, to reduce the impact of construction activities on the surrounding environment.

To enhance the overall effectiveness of waste management, the Group has conducted internal training and awareness programs for employees, strengthened collaboration and capacity building with suppliers, and engaged with government departments, social organizations, and professional institutions. Through these efforts, it has continuously strengthened stakeholders' awareness of reduction and resource utilization, promoting the evolution of waste management from isolated activities to a more systematic and coordinated approach.

Food Management

Safeguarding food resources and food safety is a shared responsibility of JD.com and its partners. Working closely with upstream and downstream supply chain partners, the Group continues to advance food conservation and loss reduction measures across key stages including procurement, storage, processing and sales, so as to improve the efficient use of food resources.

In terms of food loss and waste management, the Group has established management strategies to prevent food waste, continuously tracks loss rates for food products, and uses the relevant data as a key basis for subsequent production and procurement planning, ensuring that food management requirements are integrated throughout the entire business process.

In product shelf-life management, the Group has applied an advanced warehouse management system to accurately capture and dynamically record product manufacturing and expiration dates, enabling more granular monitoring of inventory. For products approaching the end of their shelf life, the Group encourages timely consumer purchases through flexible pricing, discount sales and promotional campaigns, thereby reducing inventory losses while enhancing operational efficiency.

At the same time, the Group maintains close collaboration with suppliers and, in accordance with relevant agreements, arranges returns for inventory that cannot be sold through promotional activities, thereby enhancing overall supply chain efficiency and supporting the rational allocation of resources. In addition, through internal communications and supporting incentive mechanisms, the Group encourages employees to build awareness of food conservation and waste reduction and to put these principles into practice.

In 2025, Huaguan Supermarket aims to take corresponding measures to keep food loss below 2.1%.

JD.com's Measures to Reduce Food Loss and Waste

Reducing food loss and waste in stores

- Based on sales forecasts, precise production ordering plans are developed, and a low-volume, high-frequency ordering approach is adopted to reduce product waste resulting from slow-moving inventory.
- Standardize receiving and warehousing management processes, strictly implement warehouse receiving standards, and regularly conduct shelf-life checks to ensure that goods are circulated in an orderly manner according to the "first-in, first-out (FIFO)[21]" principle.
- Strengthen cold chain management and transportation coordination, maintain appropriate cold storage temperatures, and work with supply chain partners to optimize transportation and storage conditions, so as to maximize food freshness and reduce losses during transportation.
- Ensure strict implementation of standardized processing and production procedures to avoid raw material loss and food waste caused by non-compliant processing operations.
- Enhance consumer information guidance by clearly communicating product storage methods and shelf-life requirements.
- Improve the management mechanism for products approaching their best-by date by establishing discount promotion rules and an early warning mechanism for such products, implementing price adjustments in advance based on product shelf life, and setting up dedicated areas for these products to encourage purchases at reasonable prices and reduce waste caused by expiration.
- Promote rational consumption and moderate dining by placing food-saving reminder signage in dining areas and guiding Consumers to order appropriately, thereby fostering a positive culture of valuing food and reducing waste.

Reducing food loss and waste generated in canteens

- Optimize supplier delivery frequency management by agreeing with suppliers on 1–2 deliveries per week, thereby reducing the risk of inventory backlogs and minimizing food expiry and loss caused by stockpiling.
- Require external branded catering suppliers to reduce the standard weight of individual servings and offer large and small portion packages, so as to better manage meal portion sizes.
- Promote healthy eating in moderation by displaying calorie information for meals, equipping canteens with weighing scales, and posting food-saving awareness slogans.
- Launch conservation incentive initiatives, continue to promote the "Clean Your Plate" campaigns, and provide appropriate incentives to employees who actively participate, encouraging the development of good dining habits that reduce waste.

Reducing food loss and waste in online product sales

Upstream stage

By establishing a collaborative management mechanism with suppliers, require them to provide goods that meet quality and shelf-life requirements, while continuously optimizing supply cadence and the turnover efficiency of goods, shortening the storage period in warehouses, and reducing the risk of product loss at the source.

Downstream warehousing stage

We strictly enforce the FIFO management principle and implement real-time monitoring and early warning mechanisms for inventory backlogs, effectively mitigating the risk of product expiration and reducing resource waste during product turnover.

Food delivery business

We help consumers order based on actual needs and avoid waste by prompting them on the ordering page to order appropriate quantities and by introducing smaller-portion meal options through our self-operated 7FRESH Kitchen.

[21] First In First Out: The earliest received goods are issued/used first.

Water Management

JD.com continues to strengthen its Water Management system, which includes a water usage monitoring network and periodic assessment mechanisms, and to advance water resource management toward a data-driven, systematic, and intelligent model. The Group places particular emphasis on data monitoring across key water-use activities, using online monitoring systems and data analysis tools to track water consumption in real time, promptly identify and address potential water waste, and improve overall water use efficiency. In addition, the Group integrates water-saving principles into daily operations management and continues to enhance employees' awareness of water conservation and their practical capabilities through awareness campaigns, professional skills training, and related incentive measures, encouraging all employees to participate in the sustainable management of water resources.

Water-Saving Initiatives of JD.com in 2025

Optimized office water-use facilities

- We adjusted faucet flow rates in restrooms across our headquarters office buildings to better manage overall water consumption.

Deployed water-saving sanitary facilities

- We installed sensor-equipped faucets and water-saving toilets throughout office areas and the campus, effectively reducing restroom water use intensity.

Introduced intelligent water-saving technologies

- We deployed high-efficiency water-saving equipment, including automatic sprinkler and drip irrigation systems, integrated with soil moisture sensors and rain-responsive shutoff devices to enable more precise and intelligent water management.

Reduced water use for campus landscaping

- We prioritized drought-tolerant plants to lower long-term irrigation demand and improve water efficiency in campus landscaping.

Advanced rainwater recycling and reuse

- We collected, treated, and pressurized rainwater across the campus for reuse in underground parking garage cleaning, landscape irrigation, road washing, and other applications.

Enhanced water-saving awareness-building efforts

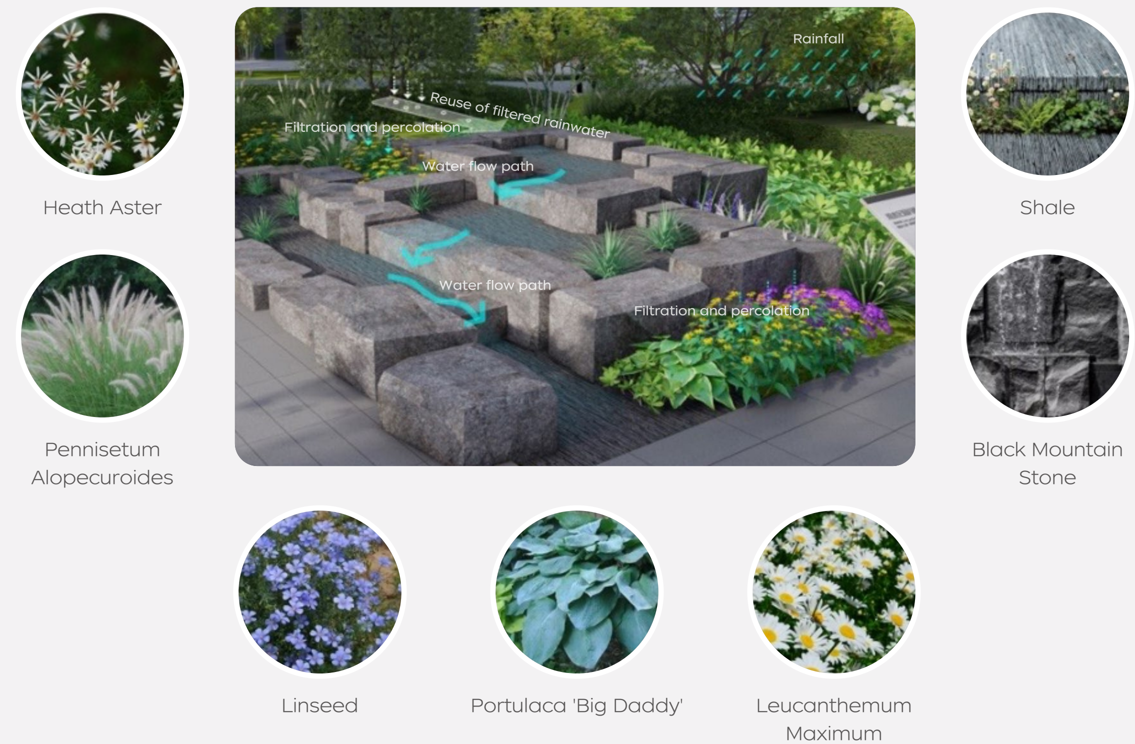
- We promoted water conservation by placing reminders and awareness signage in operational and office areas, encouraging employees to adopt water-saving habits in their daily work.

Established rainwater collection and drainage systems

- In new campus developments, we actively applied sponge city technologies, such as sunken green spaces and permeable pavements, to retain and channel rainwater for infiltration, improving water recycling efficiency and reducing daily irrigation needs.

→ Rain Garden Beautifies Landscape and Enhances Rainwater Utilization

JD.com has developed a rain garden around Campus 2 at its headquarters, selecting flood- and drought-tolerant plants and designing sunken green spaces, permeable paving, and layered substrate structures to effectively collect and guide surface runoff into the rain garden system, reducing the pressure on rainwater drainage. By integrating the sponge city concept into the campus landscape design, the project enhances the visual environment while enabling the natural retention, infiltration, and purification of rainwater.



Rain Garden at JD.com Global Headquarters Campus 2

Biodiversity and Forest Protection

Biodiversity Conservation Measures of JD.com

Platform Protection Mechanism

JD.com has established requirements prohibiting the illegal sale of protected wild animals and plants as well as certain hunting tools. We conduct regular inspections of relevant products and have put in place a review mechanism to strengthen the interception of non-compliant listings. When violations are identified, we immediately remove the products and take action against the offending merchants in accordance with platform rules.

We have set up reporting channels on product detail pages and in the product review center, with dedicated staff responsible for handling user reports, responding promptly, and screening for similar non-compliant products. Additionally, for certain keywords, we have incorporated public legal awareness content, when users search for terms such as "ivory," "tiger bone," or "giant clam shell" on the app, they are automatically redirected to a legal education page, helping to strengthen public awareness of and compliance with the law.

Scientific Greening and Ecological Improvement

In accordance with the *Code for Design of Park (GB 51192-2016)* and other relevant standards, the Group scientifically implemented plant configuration and landscape creation. By providing food sources, shelter spaces, breeding conditions, and habitats, the Group has enhanced species richness and ecological functions in the areas surrounding the project.

The Group adhered to the principle of "tailor trees for area," prioritizing plant varieties adapted to local soil and climatic conditions to ensure their ecological adaptability and sustainable growth. During implementation, different types and forms of plants were reasonably combined to construct multi-layered garden ecological communities. This approach increased plant diversity within the park and provided micro-habitats for birds, insects, and other organisms. Meanwhile, the Group actively participates in the sponsorship and adoption of urban public green spaces. Through financial and resource investments, it improves natural urban environments, providing stable habitats for animal, plant, and microbial populations.

Green Construction and Process Control

During the project implementation phase, green construction principles are adhered to in order to mitigate the impact of construction activities on the environment:

- We apply closed-loop management practices and use green ecological protection nets to minimize dust generation and the dispersion of pollutants.
- We enforce the classification and standardized disposal of both construction waste and domestic waste at project sites.
- We require all vehicles operating on construction sites to meet applicable emission standards.
- We incorporate rooftop greening and thoughtfully design surrounding landscaping areas to reduce disturbances to the local ecological environment.

Biodiversity Risk Assessment

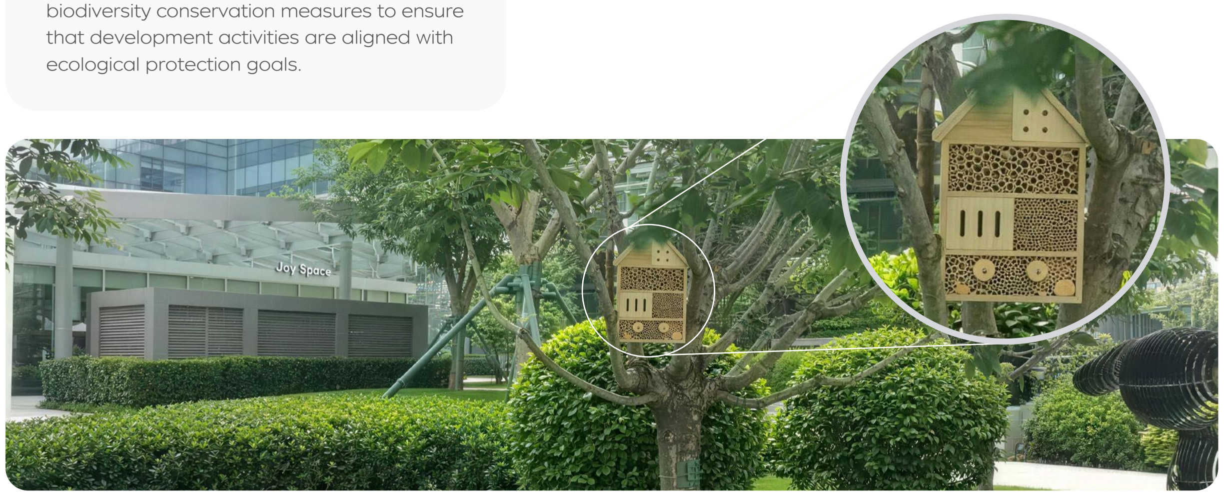
In reference to the *Kunming-Montreal Global Biodiversity Framework* and utilizing biodiversity data provided by the Global Biodiversity Information Facility (GBIF), JD.com identified and analyzed biodiversity risks facing its operational sites and surrounding areas based on geographical location. These risks and their impacts were systematically integrated into the Group's overall risk management process.

JD.com strictly adheres to environmental impact assessment procedures for projects requiring such assessments. The assessment focuses on analyzing key biodiversity elements such as plant and animal habitats, ecological protection red lines, and biodiversity dependence, assessing the potential impacts of development activities on ecological indicators such as water source protection areas, soil environment, and endangered flora and fauna. Based on the assessment results, we optimize the project plan and develop targeted biodiversity conservation measures to ensure that development activities are aligned with ecological protection goals.

→ Migratory Bird-Friendly Lighting Management at the Shenzhen Headquarters Project

The Shenzhen headquarters project is located adjacent to Shenzhen Bay and OCT National Wetland Park, situated along an important migratory and overwintering corridor for birds. From the planning and operational stages, the Group identified "bird-friendly lighting" as a key ecological priority, systematically optimizing nighttime lighting management to minimize disruption to migratory birds' flight, foraging, and resting behaviors.

During implementation, the project focused on controlling light source types, intensity, and illumination schedules, avoiding high-intensity lighting forms that could disturb birds. Lighting intensity and coverage are dynamically adjusted in response to ecological rhythms and operational needs. Smart control systems and low-interference lighting technologies have also been introduced to effectively reduce light spill and light intrusion. In addition, the project carries out ongoing monitoring of migratory bird activity and related ecological indicators, and evaluates management effectiveness against energy consumption and operational data, driving the coordinated improvement of both ecological protection and energy efficiency.



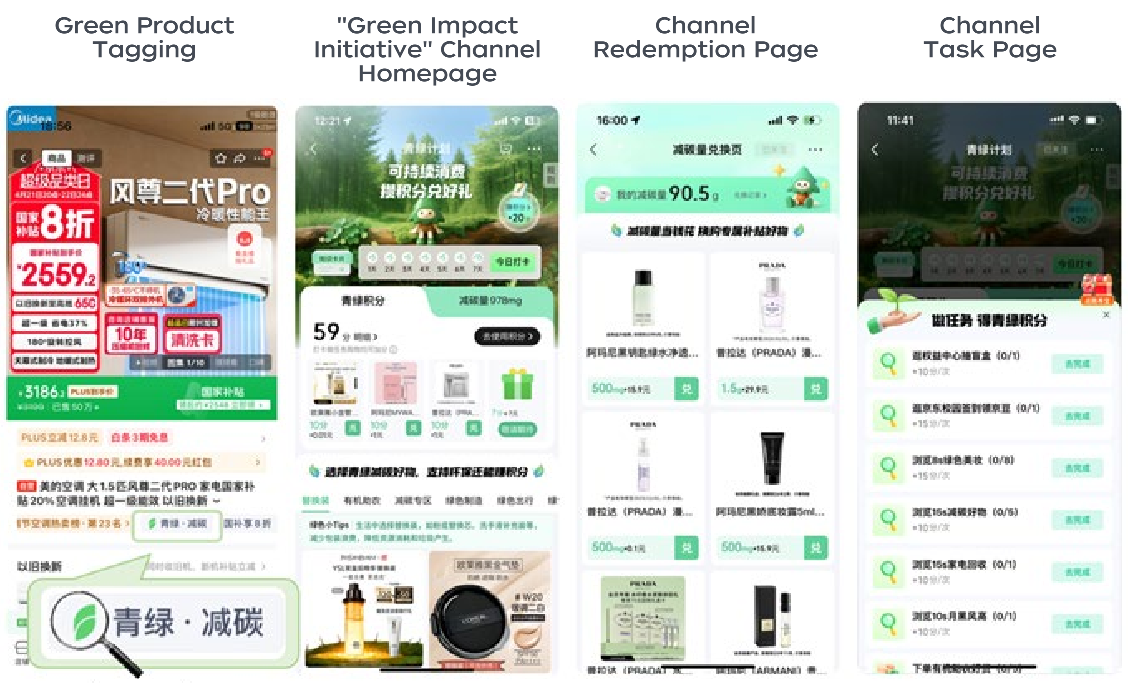
A Bug Hotel at JINGDONG Global Headquarters Beijing Campus

Sustainable Consumption

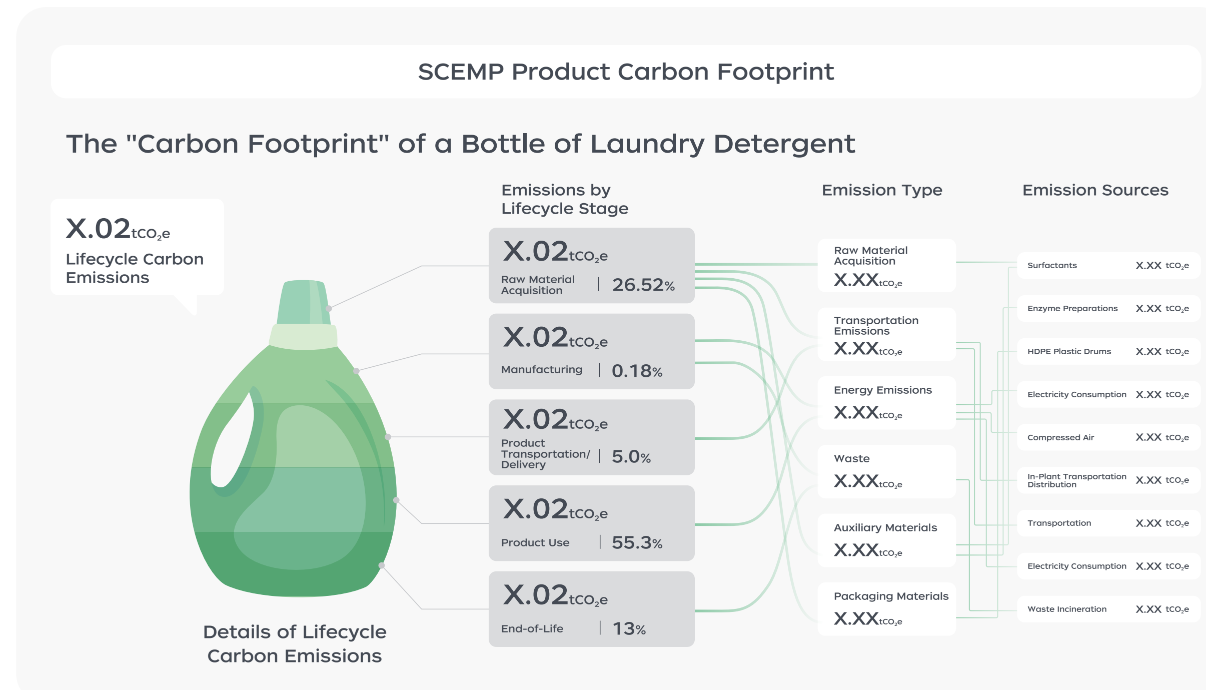
The "Green Impact Initiative" is a sustainable consumption program launched by JD.com in 2022. In 2025, the initiative was further upgraded to align with the *Green Consumption Promotion Action* jointly issued by the Ministry of Commerce and eight other government departments. It involves labeling eligible green and low-carbon products, developing diverse emission reduction scenarios, and providing green incentives such as consumer points. Multiple green marketing activities were launched on World Earth Day and World Environment Day to promote greater understanding and support for sustainable consumption among merchants and consumers. In 2025, green low-carbon products orders reached nearly 300 million, with close to 200 million participating users.

"The Green Impact Initiative" continues to advance a carbon-inclusive mechanism that encourages consumer participation within e-commerce consumption scenarios. In 2025, the platform served over 1,000 brands and expanded its carbon reduction calculations to include new scenarios such as "cosmetics without gift packaging" and "home appliance recycling," guiding consumers to reduce waste and participate in circular recycling. The carbon-inclusive program achieved a cumulative carbon reduction of 731 tonnes, of which the home appliance recycling scenario alone accounted for 11.33 tonnes of CO_2 reduction, equivalent to the use of 19,000 kWh of green electricity.

On the product carbon footprint front, SCEMP introduced a new AI-powered product carbon footprint technology, enabling rapid modeling, intelligent calculation, and dynamic updating of product carbon emission data. The technology was applied to complete a full lifecycle carbon footprint certification for a branded laundry detergent in compliance with ISO 14067:2018 and GB/T 24067-2024 standards, independently verified by the third-party organization Bureau Veritas. The carbon performance information for this product is now publicly displayed on its product detail page.



Promotional Practices of the "Green Impact Initiative"



Example of a SCEMP Product Carbon Footprint

03

Guided by its mission of **"Making Lives Better through Technology,"** JD.com integrates its own development with the creation of broader social value. The Group supports employees in progressing from having a job to finding fulfillment in their work, while promoting improvements in employment quality and livelihood protection. By upholding technological openness and ecosystem collaboration, and through industry empowerment and ecological cooperation, JD.com also helps drive high-quality, sustainable progress across the industry.

Better Life

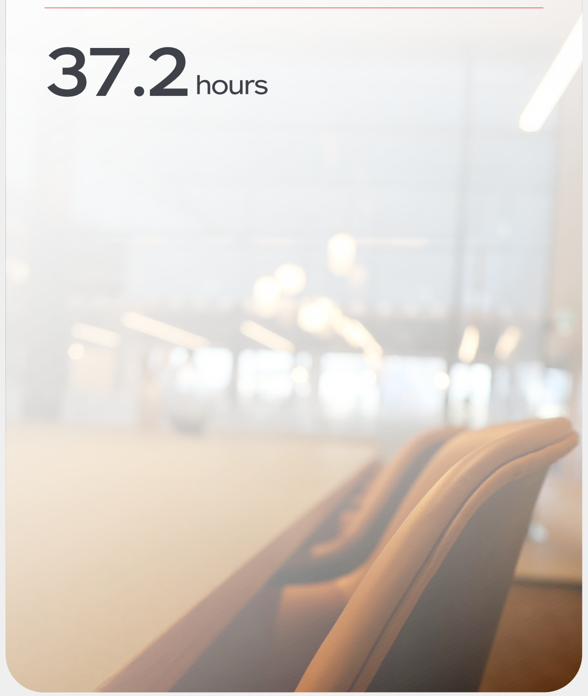
Annual Key Performance Highlights

Employee training coverage reached

100%

with an average training duration per employee of

37.2 hours



As of the end of the reporting period

the percentage of employees signing the JD.com Collective Contract was

100%

The Group's suppliers[22] have achieved a

100%

signing rate for the *Anti-Commercial Bribery Agreement*

The JD Foundation donated in 2025

RMB **75.085** million

Since its launch, the "Starlight Transmission" charity project has donated nearly

100,000 books

benefiting approximately 60,000 primary and secondary school students

JD.com has celebrated "Frontline Employee Day" for

10 consecutive years

JD.com has provided welfare support through the "New Year at JD.com" for

13 consecutive years

JD.com has implemented the "Overseas Travel for Outstanding Frontline Employees" for

13 consecutive years

[22] Except in cases strictly exempted by the relevant approval procedures.

Human Orientation

JD.com upholds the development philosophy that employees' well-being and personal growth take precedence over mere profit. It continues to explore management practices that are both forward-looking and people-centered. The Group actively implements the national directives on deepening reform of the industrial workforce and continuously raises standards for the protection of employee rights and interests, strengthening mechanisms for democratic participation and empowerment, and providing clear career development paths. At the same time, the Group continuously expands employees' knowledge and capabilities, enhances employee happiness and sense of belonging from multiple dimensions, and supports their progression from "making a living" to "pursuing happiness."

Promoting High-Quality Employment

JD.com remains committed to driving employment through the real economy. Through its presence in retail, logistics, food delivery, and other businesses, as well as the extension of its supply chain ecosystem, and by leveraging the integration of physical operations and digital technology, the Group continues to create high-quality job positions. It also continues to explore new business models and generate additional employment opportunities. Under the "Hundred Counties & Hundred Thousand Talents Recruitment Program," JD.com recruited 100,000 cleaning service professionals across 100 counties nationwide, with services covering home appliance cleaning, daily housekeeping, and more, thereby creating local employment opportunities for rural workers. Following the launch of the delivery business in February 2025, JD.com became the first platform to directly sign labor contracts with full-time delivery riders starting in March, provide them with social insurance and housing provident fund, and cover the employee contribution portion. It also introduced a combined "accident insurance + health and medical insurance" protection package for part-time delivery riders, covering personal safety and illness-related risks during work and substantially enhancing social security coverage and job stability for this workforce.

In terms of youth talent development, the Group helps address structural employment contradictions among young people and cultivates high-quality, versatile talents with practical abilities and innovative spirit by continuously providing internship opportunities, large-scale campus recruitment, a refined talent development system, and diversified growth empowerment mechanisms. In the 2025 campus recruitment, we offered a total of 35,000 positions, including 20,000 positions for recent graduates and 15,000 positions for current students and interns. These positions span retail, technology, logistics, healthcare, industrial development, manufacturing, innovative retail, and international businesses, with over 300 different job types available for campus recruits. We also tailor systematic training programs such as a "Five-Year Growth Plan" for campus recruits.

Industry-Education Integration Promoting High-Quality Employment

In 2025, JD.com partnered with institutions including Beijing Vocational College of Labour and Social Security to establish dedicated home services training classes, covering over 200 students, and with vocational institutions including Beijing Polytechnic University to launch dedicated robotics talent development classes, covering over 100 students. Through customized curricula closely aligned with industry needs, JD.com has created high-quality employment pathways for young people, enabling them to connect with employers upon enrollment and secure employment upon graduation.

Empowering Employment and Entrepreneurship for Persons with Disabilities and Receiving the Title of "National Advanced Collective for Assisting the Disabled"

In May 2025, in recognition of its long-standing commitment and outstanding contributions to supporting persons with disabilities, JD.com was awarded the title of "National Advanced Collective for Assisting the Disabled" at the 7th National Commendation Conference for Role Models of Self-reliance and Advanced Disability Assistance.

Since first hiring employees with disabilities in 2005, JD.com, under the guidance and support of Disabled Persons' Federations at all levels and by leveraging its business strengths, has established a comprehensive support system spanning employment placement, entrepreneurship support, and technology-enabled assistance. As of the end of the reporting period, JD.com had cumulatively provided employment opportunities for over 4,000 persons with disabilities. Through measures including free training, operational guidance, and promotional subsidies, it has also indirectly helped hundreds of thousands of persons with disabilities secure employment, start businesses, and achieve stable income growth.

In 2013, JD.com established the "Sunshine Angels" customer service team, comprising employees with disabilities, and planned to further expand recruitment under the "Sunshine Angels" program to include roles such as couriers, delivery riders, and cleaning service professionals, providing more persons with disabilities with diverse and stable employment opportunities.

In June 2024, JD.com signed a cooperation agreement on employment support for persons with disabilities with the Employment Service and Guidance Center of the China Disabled Persons' Federation. Leveraging the "Spring Dawn Plan," it launched a dedicated e-commerce support initiative for persons with disabilities. Through measures including a fast-track onboarding channel, guidance on product selection and listing, subsidies for operations and promotion, and AI-enabled tools, JD.com has cumulatively provided relevant skills training to over 100,000 persons with disabilities, supporting their e-commerce entrepreneurship.

JD.com Awarded the Title of "National Advanced Collective for Assisting the Disabled"

Employee Compensation and Incentives

JD.com has established a compensation structure comprising fixed salaries and short-, medium- and long-term incentives, and implements a variable compensation mechanism for all employees centered on performance contributions. This mechanism takes into account multiple factors, including job characteristics, individual capabilities, performance, and compliance performance, to ensure internal equity and external competitiveness. Based on the business attributes and development needs of different roles, we have incorporated differentiated sustainable development-related indicators into the incentive system and provide eligible employees with stock incentives, thereby promoting the deep integration of business development and social responsibility and enabling employees to share in the Group's development achievements.

Under the "Big Boss" strategy and guided by the principle of "Results First," JD.com has rolled out the "Boss Bonuses Incentive Plan" across its business units, using a performance-based bonus mechanism to fully unleash business and management vitality. While granting Bosses of each business unit broad autonomy in business operations and management, JD.com has also clearly defined the allocation principles and compliance requirements for performance incentive bonuses, strengthening the distribution orientation "centered on employee performance and value creation contribution," and ensuring that incentive distribution results are fair, reasonable, and based on evidence. Furthermore, we strictly comply with national laws and regulations and regional minimum wage standards, paying close attention to the reasonableness of overall compensation levels, assessing the cost of living and wage standards for employees in different regions, ensuring that employee salaries are higher than the local minimum wage standard, and effectively guaranteeing that employee salaries can meet their basic living needs such as food and clothing, thus solidifying the bottom line of basic livelihood security for employees.

Over the years, the Group has remained committed to improving employee compensation, steadily enhancing salary levels and performance incentives, and enhancing the protection of employees' rights to remuneration as well as sense of fulfillment and well-being.

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 over 30%.

Since July 1, 2024

The annual fixed salary for JD.com's procurement and sales personnel has been increased from 16 months' salary to 20 months' salary over a period of one and a half years.

Since October 1, 2024

JD Retail Group and its functional system have achieved 20 months' salary over a two-year period, and other departments have subsequently launched salary increase plans.

We uphold a performance management philosophy centered on "Results First" and have established a scientific, efficient, systematic, and flexible multidimensional performance evaluation mechanism. This framework helps employees set challenging goals focused on creating value for customers. Based on the nature of each position, assessment cycles are conducted on a quarterly, semiannual, or annual basis. We evaluate employee performance comprehensively through both individual and team performance metrics, enabling an objective assessment of work contributions and achievements. To enhance the efficiency and effectiveness of performance management, managers maintain close communication and collaboration with employees, providing more targeted guidance and support to facilitate personal growth and the achievement of performance goals.

Performance Evaluation Mechanism

Goal Setting	Building on overarching strategic objectives, role responsibilities, and a review of historical performance, JD.com co-develops measurable and challenging targets with employees, ensuring alignment between individual development and organizational value creation.
Monitoring and Coaching	Through regular evaluations conducted on a quarterly and semi-annual basis, along with ongoing communication, managers provide timely feedback and support, assisting employees in analyzing performance gaps and clearly defining the pathways and plans to improve performance outcomes.
Performance Evaluation	In addition to actual performance, the evaluation also considers the substantive improvements employees deliver in areas such as customer experience, operational efficiency, and business cost.
Results Review and Feedback	Following the completion of the evaluation, managers provide formal feedback through performance review discussions, develop personalized improvement plans based on employees' performance, and incorporate improvement goals into the performance evaluation system for the next cycle, thereby supporting employees' capability development and career growth.

Employee Training and Development

JD.com has established a diverse and open learning network and a multi-dimensional, integrated talent development system to drive employees' growth and the organization's sustainable development. In 2025, JD.com was included in the *All-China Federation of Trade Unions (ACFTU) 2025 Enterprise Program for Deepening Industrial Workforce Reform*, becoming one of ten enterprises nationally designated by the ACFTU to drive this reform initiative.

Talent Development System

The Group promotes a professional talent development system, carrying out the construction and application of growth maps. This clarifies the role positioning, core responsibilities, key achievements, and competency requirements for each position and level, forming a complete growth map sequence. This provides a clear basis for the in-depth improvement of professional capabilities and the horizontal development across positions and sequences for R&D personnel. Based on the R&D growth map sequence, JD.com has established a supporting talent evaluation and development mechanism, providing core input for employee promotion, internal mobility, training, and development project design, promoting internal talent development and continuous evolution of organizational capabilities.

The Group continued to optimize its employee promotion mechanism by applying talent growth maps to the promotion assessment process. This provides a scientific and effective basis for promotion evaluations, while offering clear direction for employees' career development and reinforcing positive incentives. In terms of promotion procedures, the Group uses a joint nomination and deliberation mechanism involving line managers and higher-level managers and HR, and promote fairness in promotion decisions by broadening the nomination pool and aligning evaluation standards. In addition, we have strengthened training and capability building for chairs and panel members of promotion review committees for senior-level positions, requiring relevant personnel to complete dedicated training and pass assessments to ensure the professionalism and rigor of the promotion review process.

In addition, the Group continues to refine its internal talent mobility system by breaking down barriers across departments and functions, promoting the sharing of internal expertise and the development of more versatile capabilities. At the policy level, we have further eased eligibility requirements for internal mobility and expanded the scope of the mechanism, providing more employees with cross-departmental and cross-disciplinary career development pathways. In terms of systematic development, we continued to upgrade the "Internal Mobility" online platform through iterative enhancements, improving the efficiency of internal mobility and the employee experience by optimizing processes, simplifying operations, and reducing unnecessary approval steps.

Talent Selection and Appointment Evaluation Mechanism

External Recruitment and Internal Talent Selection

Using professional assessment tools covering dimensions such as cognitive ability and personality traits, we evaluate candidates' fit in areas including value orientation and motivational characteristics, and select talent that is highly aligned with the Group's culture, values, and long-term sustainable development strategy.

Appointment of Managers

A 360-degree questionnaire survey is used to assess candidates comprehensively across multiple dimensions, including competencies, qualities, and values, in order to ensure the suitability of talent for key positions.

Multidimensional Talent Training

The Group has established an integrated, multidimensional talent training system, leveraging technical communities, thematic forums, night schools, and other formats to create a blended online and offline learning model. It provides systematic training support for full-time and part-time employees, promotes knowledge sharing and cross-departmental collaboration, and supports employees in aligning personal development with the Group's strategic growth. To strengthen talent collaboration in the context of global operations, JD.com provides expatriate employees with cross-cultural communication training and education, helping dispatched teams quickly adapt to local environments and ensuring smooth, compliant international operations.

In a highly competitive talent market, the Group prioritizes early-career recruitment and development. For new graduates, we prioritize their development even before they join the company, through the launch of the "Getting to Know JD.com" cultural course series, prospective employees receive a systematic introduction to the Group's business overview, social responsibilities, and career development pathways. After joining, the new employee training program helps them quickly integrate into the corporate culture and build professional competencies. This program employs a week-long intensive offline learning model, with a curriculum covering core areas including corporate culture, business values, and compliance awareness. We combine online and offline methods, using case studies and business visits to help new employees deeply understand JD.com's values and core culture, laying a solid groundwork for practicing the principle of **"Achieving Success the Right Way."** For newly campus recruited graduates, we have introduced a standardized workplace transition program to help them quickly integrate into the Group. For graduates hired for core positions, we adopt a "1+1" model, adding one week of professional competency training on top of the one-week intensive onboarding program. This helps new employees quickly acquire fundamental job skills and accelerate the development of their professional capabilities.

Talent Training System of JD.com

Professional Competency

JD.com established professional channel committees for technology, product, functional, and other areas, and developed a curriculum framework spanning six professional sequences. It also introduced an innovative "1+X+N" model, comprising 1 role awareness course, X mandatory courses on critical capabilities, and N themed sharing sessions.

General Competencies

Through JDTalk (Perception-Innovation-Change) and CareerUp courses such as Reshape Your Career Mindset with a Canvas and Structured Thinking, JD.com systematically strengthens employees' general competencies in broadening perspectives, communication and expression, and workplace efficiency.

Digitalization Capabilities

To align with the needs of digital transformation and the sustainable development strategy, JD.com comprehensively upgraded its AI and digital technology capability-building system, embedding training deeply into core business scenarios such as logistics and customer service. Relevant courses were tailored by expert committees across each business line and covered two main categories: insights into industry trends and practical application tools. Learning was delivered through a combination of in-person expert lectures and online video courses. In 2025, JD.com launched a total of 166 online courses on AI- and digitalization-related topics, delivered 212 in-person training sessions, and recorded 584,000 learning participations in total.

Leadership Skills

Focusing on managers' three core responsibilities—inheriting corporate culture, promoting team growth, and creating outstanding performance—JD.com offers specialized leadership development programs such as Pengyuan Class, Xiongdiao Class, and Pilot. These programs integrate a range of training formats, including online learning, offline intensive training, case discussions, and hot topic discussions, to share practical management experience and strengthen managers' strategic thinking, team collaboration, and leadership skills.

Multidimensional Leadership Empowerment Project

Rising Wave Program + Pilot Program — High-Potential Young Talent Program

The Rising Wave Program, as one of the Group's strategic young talent development programs, is guided by the concept of "New Forces, Future Leaders." It selects and trains JD STAR campus recruits within three years of graduation and campus hires within five years of graduation. The aim is to provide more development opportunities and platforms for them, and achieve a diverse pipeline of future leaders to drive the Group's long-term growth.

The Pilot Program was officially launched in 2019 under which high-potential talent is identified through assessment and provided with systematic annual development focused on shaping culture, enhancing capabilities, broadening horizons, and strengthening connections. In 2025, the Pilot Program reached over 100 future leaders and, through secondary cascading training, generated a cumulative impact of 2,831 participants, effectively enabling young talent to play a pivotal role in creating performance, promoting teams, and inheriting culture.

In 2025, the Rising Wave Program and Pilot Program together completed one graduation cohort, one development cohort, and one selection cohort, cultivating a total of 470 talents throughout the year, representing a 1.7x increase in program scale compared to 2024.

Rising Wave Program

"Xiongdiao Class" — Manager-Level Development Program

The "Xiongdiao Class" Program delivers tailored, tiered development for manager-level employees. Through a dual-track design comprising a "Foundation Class" and an "Advanced Class," it addresses core topics including role awareness, cultural inheritance, team development, and performance improvement, using a blended model of online self-study and in-person intensive workshops to effectively integrate theoretical learning with practical application. In 2025, the "Xiongdiao Class" Program reached 2,654 managers, representing a coverage rate of 83%, increased participants' average knowledge proficiency by 50%, and drove positive changes in the management behaviors of 85% of participants. Through cascading training, it also indirectly empowered over 21,000 employees, significantly strengthening the Group's core management capabilities and cultural transmission.

"Xiongdiao Class" Program

"Pengyuan Class" — Director-Level Development Program

The "Pengyuan Class" Program is designed to strengthen the strategic perspective and organizational leadership capabilities of director-level talent. Focusing on such dimensions as strategy, organization, talent, culture, and performance improvement, it promotes deeper shifts in thinking through methods including case discussions and scenario simulations. In 2025, the "Pengyuan Class" Program reached 823 directors, improved knowledge retention by 23%, and achieved 100% departmental cascading training, extending strategic and cultural concepts to over 6,000 employees and effectively enhancing organizational collaboration and strategic consistency.

"Pengyuan Class" Program

"JD.com Night School" Fast-Tracks the Development of Young Talent

"JD.com Night School" is an internally developed practice-oriented platform for experience sharing and learning at JD.com. It systematically codifies organizational knowledge, fosters a sustainable learning culture, and facilitates the effective flow and sharing of knowledge across the organization.

In 2025, JD.com Night School focused on core talent groups including campus recruits, interns, and mentors for campus recruits, and regularly organized themed learning activities centered on major promotional campaign execution, benchmark cases sharing, and key organizational periods. A total of 26 Night School sessions were held during the year, reaching over 32,000 participants. Through a two-way interactive model that combined mentors' experience sharing with hands-on participant practice, the program effectively shortened the development cycle of campus recruits and interns.

"Modern Courier Academy" Supporting the Career Development of Frontline Workers

In 2025, JD.com, in partnership with Guangdong Province, established the nation's first "Modern Courier Academy." Through deep collaboration among government, enterprises and educational institutions, the Academy is designed to systematically enhance couriers' professional capabilities and safeguard their long-term development rights and interests. Drawing on the venues, facilities, faculty and other resources of educational institutions in Guangdong, the "Courier Academy" will create a dual advancement pathway focused on both skills development and academic progression. Through courses covering basic operations, safety standards, English communication and mental health, together with short-term full-time training programs, it will further strengthen couriers' professional capabilities. It will also connect couriers with national policies such as expanded higher vocational enrollment and junior college-to-bachelor's degree progression pathways, while providing application guidance and resource support to help them advance their academic qualifications.

Meanwhile, the Academy has established a drone training base to help eligible couriers transition into technical roles such as warehousing management and smart delivery. It has also jointly set up a research center on courier rights and development to conduct studies on employment compliance, career development, and the application of AI in delivery services, thereby advancing more compliant and standardized rights protection.

JD.com Degree Certification Programs

I'm at JD.com | Attending College

- In partnership with the Open University of China, associate degree programs for individuals with a high school equivalent education and top-up bachelor's degree programs.
- In partnership with Beijing Foreign Studies University, top-up bachelor's degree programs.
- In 2025, JD.com supported over 100 employees in formally enrolling and provided approximately RMB 100,000 in graduation incentives.

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

- JD.com offers in-service master's degree programs in collaboration with Renmin University of China (RUC).
- In 2025, JD.com launched new in-service master's degree programs in partnership with Beijing Foreign Studies University and the University of International Business and Economics, and, in collaboration with the latter, offered exclusive scholarships to employees pursuing dual-certificate master's programs.

I'm at JD.com | Pursuing a Doctoral Degree

- In collaboration with the RUC Talent Program, JD.com recruits current employees interested in pursuing doctoral studies.

In addition, JD.com has continued to offer the continuing education programs "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" to all employees currently in service (including all full-time employees, part-time employees, and contractor employees) as well as their family members. The Group also provides extensive learning resources and graduation incentives to support employees in broadening their knowledge base and enhancing their professional expertise and overall capabilities.

Employee Rights and Care

JD.com continues to strengthen its employee rights protection framework, establish equitable and open communication mechanisms, and support employees in both their work and personal lives in multiple dimensions, thereby enhancing their sense of security and reinforcing overall organizational cohesion and resilience for sustainable development.

Protecting Employee Rights

JD.com has established a Trade Union Labor Law Supervision Committee comprising trade union members, legal advisors, employee relations experts, and front-line employee representatives. The Committee develops solutions and drives rectification measures for potential compliance issues in employment and labor relations, while strengthening employee rights protection at both the organizational and institutional levels through proactive reminders and oversight and correction mechanisms.

JD.com expressly prohibits the use of child labor and any form of forced labor, firmly opposes discrimination, harassment, or other improper conduct based on gender, age, ethnicity, region, religion, physical condition, or any other factor, and strictly requires suppliers and other partners to comply with applicable labor laws, regulations, and contractual terms. In recruitment and hiring, we uphold the principles of openness and fairness, rigorously verify applicant information, and ensure that candidates are at least 16 years old and meet the hiring standards of the Sunshine Integrity Alliance and other applicable requirements. Upon identifying any violations, we will immediately initiate an investigation, implement corrective measures, and address the matter seriously in accordance with applicable laws and regulations.

Based on its actual business operations, JD.com sets reasonable limits on employees' weekly working hours, manages workloads appropriately, and adopts a range of measures to reduce unnecessary overtime and additional working hours. For employees exceeding the stipulated working hours, we promptly remind and intervene, while paying overtime compensation in full in accordance with the law, and requiring suppliers and other partners to comply with legal requirements regarding working hours. Furthermore, we regularly conduct gender pay disparities analysis, fully implement the principle of equal pay for equal work, and work with all employees to create a fair, inclusive, and harmonious working environment. During the reporting period, JD.com recorded no incidents of employment discrimination, child labor, or forced labor.

JD.com continues to improve its democratic management and collective negotiation mechanisms and, by advancing the signing of collective bargaining, respects employees' freedom of association and collective bargaining rights. Each year, we regularly convene the employee representative congress, where we discuss and review with employee representatives policies and matters affecting employee interests, including working conditions, production safety, and employee handbooks. In 2025, JD.com passed seven sets of regulations and policies relating to employee interests, including the *JD Group Employee Handbook (2025 Revised Edition)*, through its Employee Representative Congress. In February, the Group convened the second round of JD.com collective bargaining sessions, producing the *JD.com Collective Contract (Draft)* and the *JINGDONG Logistics Collective Contract (Draft)*, both of which were duly filed under the guidance of the Ministry of Human Resources and Social Security, playing an important role in safeguarding employee rights and interests. As of the end of the reporting period, 100% of employees had signed the JD.com Collective Contract.

To facilitate employee feedback, JD.com has established diversified grievance and whistleblowing mechanisms, including the 400 employee service hotline, bigear@jd.com, and employee feedback columns. We continue to optimize the principles, response timelines, division of responsibilities, and operating procedures for handling violations, ensuring rapid response by dedicated personnel and the objective and impartial handling of employee complaints. Depending on the severity of the violation, corresponding disciplinary measures will be taken on the relevant responsible parties.

Principles for Handling Complaint Incidents

24-hour rapid response to continuously improve processing efficiency	Dedicated personnel for response, follow-up and closed-loop management to resolve employee issues in a timely manner	Accumulate case experience and promote knowledge sharing

JD.com assesses potential human rights risks in its operations and takes corresponding risk mitigation and remedial actions. During the reporting period, the Group conducted assessments for all employees covering equal pay for equal work, collective bargaining rights, freedom of association, prohibition of child labor and forced labor, and anti-harassment and anti-discrimination. For violations discovered during the assessments, we established a clear tiered response and remedial mechanism, taking multiple remedial measures including public apologies, job adjustments, termination of employment, and recovery of granted equity incentives. For suspected illegal or criminal acts, we will transfer the cases to judicial authorities in accordance with the law and provide necessary psychological counseling and humanistic care to affected employees to alleviate their mental and physical burden. In addition, the Group conducts annual specialized training on workplace sexual harassment prevention, systematically explaining the definition, manifestations, and countermeasures of workplace sexual harassment, enhancing employees' awareness of self-protection and rights protection, and jointly building a mutually respectful, safe, and harmonious workplace.

Human Rights Risk Identification and Prevention Mechanism

Pre-assessment of Risk Identification

Through data-based reviews of each stage of the employee lifecycle, including onboarding, job transfer, and reassignment, JD.com identifies and assesses potential human rights risks in areas such as recruitment compliance, fairness in performance evaluation, pay equity, and the accessibility of feedback channels.

Systematic Audit Oversight

Through independent internal audits, JD.com regularly reviews the implementation of systems and processes, identifies implementation gaps, and sets rectification requirements to ensure effective execution.

Ongoing Process Internal Controls

JD.com incorporates oversight requirements into key management systems, clearly designates responsible parties to conduct regular self-inspections, and focuses on monitoring areas such as complaint response timeliness, employees' freedom of expression, and pay equity, thereby enabling early risk identification and dynamic management.

Employee Communication and Interaction

JD.com has established an employee communication and feedback mechanism encompassing four dimensions: online expression of demands, offline visits and research, resolution of difficulties, and mediation of labor disputes. Through a range of channels, including the trade union hotline, bigear@jd.com, real-name employee forums, internal communities, and complaint mailboxes, the Group collects and responds promptly to employee feedback, continuously enhancing communication efficiency and the quality of employee interaction. Furthermore, JD.com has independently developed and implemented the "Logistics Voice" (MOV) online system, enabling full-process digital tracking and timely follow-up of employee feedback and requests. For issues raised by frontline employees regarding work processes, compensation, and benefits, JD.com has established dedicated task forces to continuously follow up on problem rectification and regularly review and optimize the process.

Resolve complex incidents within no over

7 working days

Achieve closed-loop resolution within

3 working days

Respond within

24 hours

Employee Feedback and Problem Handling Mechanism

To continuously monitor and enhance organizational health and employee experience, the Group conducts employee satisfaction surveys across all employees through methods such as daily pulse questions and quarterly questionnaires. The surveys cover multiple dimensions, including job satisfaction, sense of work happiness, recognition of work value, work goals, work stress and concerns. Upon completion of the surveys, the results are systematically analyzed, key issues are communicated at management meetings, and targeted rectification measures are advanced. In 2025, we conducted satisfaction surveys among the Group's office employees and frontline employees, recording a total of 1.14 million participations throughout the year, with an annual survey result of 4.55 points.

Satisfaction Survey Dimensions for Different Position Sequences at JD.com

For the Group's office employees

- Goal management
- Policies and process
- Organizational culture
- Division of responsibilities and authority
- Leadership of immediate supervisor
- Talent acquisition and retention
- Employee growth and development
- Employee engagement and vitality
- Team atmosphere
- Incentive mechanisms

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

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

For international employees

- Organizational mechanisms
- Organizational culture
- Retention intention
- Leadership of immediate supervisor
- Compensation and benefits
- Growth and development
- Team atmosphere

Employee Benefits and Care

JD.com has established a non-salary benefits system based on the universality of all employees, oriented to strategically allocating resources to core talents and improving the benefits of frontline employees. Through this system, the Group provides employees with care and support to the best of the Group's ability, and offers benefits beyond basic social welfare coverage. We have built the employee benefits system applicable to all employees across six areas: physical and mental health, basic necessities of life, a happy family, leave benefits, cultural care, and policy benefits. In addition to strictly implementing basic leave entitlements such as statutory holidays, paid annual leave, maternity leave, paternity leave, and breastfeeding leave, we also offer featured leave benefits such as parent-teacher meeting leave for employees with children, and encourage employees to take the full amount of paid annual leave to which they are entitled, helping them balance work and family responsibilities. In addition, we respect and respond to employees' individual needs by promoting flexible and people-centered working arrangements, including irregular working hours and working from home, and continuously enhancing the employee experience.

JD.com Employee Benefits System

Build a "Three Pillars" approach and offer diverse employee benefits tailored to "Multiple Scenarios," which prioritizes employees' physical and mental well-being and professional development and family satisfaction

Multiple Scenarios

Physical and mental health
- Commercial insurance
- Medical check-ups
- Fitness centers
- Outdoor fitness areas
- Health counseling room
- EAP psychological counseling services

Basic necessities of life
- Meal subsidies
- Dinner on workdays
- Commuting reimbursement for overtime work
- Shuttle buses
- Welfare housing
- Welfare coupons
- Discount from campus merchants

A happy family
- Housing Assistance Fund
- Employee Relief Fund
- Children's activity center
- Childcare centers
- Kindergarten
- Children's education

Leave benefits
- Annual leave
- Full-pay sick leave
- Half-pay sick leave
- Other statutory holidays

Culture care
- Reward based on seniority
- Values-based reward
- 519 Veterans' Day
- JD.com's family gift
- Team building
- New Year at JD.com

Policy benefits
- Social insurance
- Housing provident fund
- Residence permit
- Overseas graduates settlement
- Graduates settlement
- Talent introduction
- Talent programs

Employee benefit policies are based on universal applicability, with scarce resources allocated to core talents, and every efforts made to improve the benefits of frontline employees

An Integrated Benefits Platform

Build an integrated system management tool for benefits to provide employees with one-stop processing of benefits-related matters, including benefits release, benefits dashboard, policy details, online processing, etc.

Three Pillars

Mandatory Benefits
- JD.com complies with the local and national requirements by providing basic benefits

Supplementary Benefits
- JD.com provides industry-specific supplementary benefits

Featured Benefits
- JD.com provides benefits featured of itself

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

In addition, JD.com continues to strengthen its rights and interests protection framework for female employees and their families, in strict compliance with national and local laws and regulations. Female employees are entitled to a minimum of 158 days of paid maternity leave, male employees may take 10-30 days of paid paternity leave upon presentation of proof of childbirth, and employees with childcare responsibilities may take 5-20 days of paid parental leave each year, effectively easing the childcare burden on employees' families[23]. For female employees during pregnancy and the postpartum period, we provide thoughtful workplace facilities such as baby-care rooms, dedicated employee badges, and dedicated parking spots, and have upgraded safety seats on shuttle buses across all routes in Beijing. We continue to improve related convenience services to create a warm and convenient working environment.

Female Employee Benefits System of JD.com

- Annual physical examination plans tailored for female employees based on factors such as age and marital status
- Additional commercial maternity insurance with coverage of RMB 5,000
- Baby-care rooms equipped with sofas, refrigerators, storage lockers, and other amenities
- The headquarters features childcare centers and children's activity center
- Expectant mothers have the right to priority queuing and priority parking
- Various convenient services and facilities are provided, including hair dryers, sanitary pads, and designated seats for pregnant women on shuttle buses

→ Multi-scenario Employee Care Activities

Frontline Employee Day

In April 2025, upon the arrival of the 10th Frontline Employee Day, JD.com held the "10th 428 Frontline Employee Day Event and Collective Union Membership Ceremony for Workers in New Forms of Employment" in Beijing. At the event, honors including the "Frontline Honor Benchmark" and the "Shining Stars Award" were presented to over 15,000 employees in roles such as express delivery, sorting, warehousing, driving, and customer service. Representatives of frontline employees who had newly reached 5 and 10 years of service also received customized gold and silver commemorative gifts and service anniversary certificates. The event was live-streamed across seven venues in China and overseas, where participants joined to celebrate the moment of recognition.

The Anniversary Event for the 10th Frontline Employee Day

Overseas Travel for Outstanding Frontline Employees

Since its launch in 2013, JD.com's "Overseas Tours for Outstanding Frontline Role Models" program has covered multiple destinations, including the Maldives, Dubai, Bali and Singapore. In 2025, we organized a trip for 100 frontline employees to visit Kuala Lumpur for exchange and experiential activities, and extended participation to delivery riders, enabling frontline employees to share in the Group's development while recognizing their dedication and contributions.

→ Passing on JD.com Culture

JD.com Culture

In 2025, JD.com's culture initiatives centered on two flagship series — "Ignite" and "Messengers of a Better Life" — focusing on office employees and frontline workers respectively, telling stories of "ordinary people can do extraordinary things" and bringing their stories to a wider audience.

JD.com Culture Promotional Poster

[23] Except in a very few operating locations, the number of holiday days may differ from the aforementioned number due to local laws.

→ Supporting Stable Living and Fulfilling Work, Safeguarding Family Well-being

JDY SPACE

In 2025, the JDY SPACE intern apartments at JD.com's Beijing headquarters were officially launched and opened in phases to provide interns with free accommodation. Fully furnished and equipped with household appliances and other amenities, the apartments offer ready move-in convenience. The complex features over 5,000 square meters of commercial space, including coffee shops, convenience stores, barbershops, party venues, and other supporting businesses. Equipped with an intelligent security system, 24-hour security, and dedicated concierge services, the complex fully guarantees the safety and well-being of interns, effectively alleviating their transitional stress from campus to the workplace and the burden of commuting.

In addition, JD.com has adopted a range of approaches, including leasing, self-built housing, and Housing Assistance Fund support. We have provided 28,000 units of "apartments for frontline couriers and riders" in 145 cities across China.

JDY SPACE Intern Apartments

Employee Relief Fund

In 2010, we established the Employee Relief Fund specifically to provide timely financial assistance to employees who suffer from serious illnesses or accidents, effectively alleviating their urgent needs. To date, we have invested over 166 million yuan, helping thousands of frontline employees overcome difficulties.

"New Year at JD.com"

Since 2014, we have implemented the "New Year at JD.com" employee benefits program for 13 consecutive years. In 2025, JD.com continued to enhance the program with a total investment exceeding RMB 700 million, offering a range of benefits and subsidies that exceed national statutory standards, including statutory overtime pay, New Year red envelope subsidies, as well as a series of cultural care initiatives and New Year's well-wishing activities, such as New Year's Eve dinners. JD.com also continued to offer family reunion subsidies, encouraging employees to bring their children to their work location to celebrate the Spring Festival together, with a reunion subsidy of RMB 3,500 provided. The program covered frontline roles including couriers, warehouse workers, sorters, drivers, customer service personnel, and other employees working during the Spring Festival.

Housing Assistance Fund

As of the end of the reporting period, frontline employees accounted for as much as 77% of applicants to the Housing Assistance Fund program of JD.com. Over the past decade, over 10,000 frontline employees have purchased homes with the support of this program.

College Entrance Examination Incentive Plan for Employees' Children

In 2025, we launched a college entrance examination incentive program for the children of frontline employees, covering roles such as full-time delivery riders, couriers, sorters, and customer service personnel. For employees whose children were admitted to 985, 211, or Double First-Class universities, JD.com provided congratulatory awards, 3 days of paid leave to accompany their children to campus, and free "Campus Delivery" luggage services, effectively easing the burden on employees' families. In addition, JD.com committed to offering employees' children opportunities for internships, campus recruitment, and priority hiring under equal conditions, establishing a long-term support mechanism from academic assistance to career development.

In addition, JD.com promotes employees' work-life balance through a diverse range of cultural, sports, and family care activities, including sports season, health day, and family days. These initiatives support employees' physical and mental health in a holistic manner, strengthen communication and collaboration among employees, enhance team cohesion, and further reinforce employees' sense of belonging and professional well-being.

2025 JD.com Sports Season: Supporting Sustainable Employee Development Through a "Dynamic Workplace"

In 2025, JD.com held its sports season across ten competition regions nationwide, attracting 97 teams from across its business operations and over 3,000 participants, who took part in 1,272 in-person competitions in their spare time, marking a record high in the event's history.

In addition to continuing traditional events such as basketball, football, and badminton, the in-person competitions introduced table tennis for the first time in the Beijing region. JD.com also organized online mind sports, including Guandan, for employees worldwide. In addition, this year's sports season introduced a dedicated "Health Track" to further promote the philosophy of "Happy Work, Healthy Life" through activities such as health knowledge quizzes and healthy meal sharing.

Sports Season Activities

JD.com Family Day: Strengthening Employees' Sense of Belonging Through Family Bonds

In 2025, JD.com Family Day Events were held quarterly in Beijing, Suqian City, Jiangsu Province, and Chengdu, over 3,000 employees and family members attended.

Family Day Activities

Employee Health Day: Supporting Employees' Physical and Mental Health

JD.com has organized the themed Employee Health Day event, "Vibrant Spring, Healthy Living" for two consecutive years. Through this initiative, the Group shared health knowledge and promoted healthy living concepts among employees, effectively enhancing health awareness and self-management capabilities.

Employee Health Day Activities

JD.com Food Festival: Promoting Employee Well-being Through Healthy Eating

In 2025, through "JD.com Food Festival" series, JD.com worked with professional nutritionists from JD Health to introduce healthy meal options in its cafeterias, including low-sugar and reduced-fat meals. Over the course of the year, approximately 44,000 meals were sold, with participation exceeding 29,000 employee visits, and nutrition consultation activities were also conducted.

Occupational Health and Safety

JD.com has always regarded safe and healthy working conditions as a top priority. In strict compliance with domestic and international occupational health and safety (OHS)-related laws, regulations, and industry standards, and drawing on its actual internal operations and typical cases, the Group has established an OHS management system covering all employees as well as partners such as suppliers. The Group also continuously improves this management system by regularly incorporating recommendations from employee representatives, ensuring its scientific soundness and practical effectiveness. At the same time, we incorporate OHS standards and compliance requirements into procurement contracts to promote coordinated implementation of health and safety management responsibilities across the upstream and downstream supply chain.

To ensure implementation of OHS management, JD.com has established the Occupational Health and Safety (OHS) Committee as the highest decision-making body for OHS governance, which regularly reports management progress and implementation results 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 members. It is supported by an occupational health and safety working group and special executive groups for each business unit, forming an OHS governance structure with clearly defined responsibilities and efficient coordination. The OHS Committee provides overall planning for the Group's occupational health and safety strategy and guides each business line to develop quantitative and actionable Health and Safety objectives based on its operational characteristics and actual needs, while defining implementation priorities and action plans. Through regular reviews and evaluations, it monitors progress, reviews objective attainment, and incorporates the results into the performance evaluation system for relevant management personnel, thereby ensuring the effective execution of strategic initiatives and objectives.

As of the end of the reporting period, JD Retail and JINGDONG Industrials had successfully obtained ISO 45001 Occupational Health and Safety Management System Certification, laying a solid foundation for more standardized and well-regulated OHS governance.

JD Retail's Occupational Health and Safety Management System Certification

JINGDONG Industrials' Occupational Health and Safety Management System Certification

JD.com continues to strengthen its OHS risk management mechanisms by establishing an online dashboard for work-related injuries and fatalities, enabling real-time safety data tracking and visual analytics. Through case-based learnings and data analysis, the Group systematically identifies typical triggers and weak points across different safety risks, works with relevant departments to optimize safety measures in a targeted manner, and reinforces safety awareness and warning education for employees. In response to new business scenarios and the integration of groups such as delivery riders, we have established an end-to-end delivery safety management and protection system covering delivery riders' pre-service, in-service and post-service stages. Through digital enablement, standardized controls, professional training and human-centric care, we systematically strengthen risk prevention and control across the entire process. In addition, we continuously refine guidelines for handling work-related injury and fatality incidents, enhance standardized response procedures, and strive to minimize both the likelihood and impact of risks.

To enhance workplace safety and improve emergency response efficiency, JD.com has established a special emergency rescue team and developed emergency plans for safety incidents covering both general and scenario-specific situations. The Group has also clearly defined the roles, responsibilities, and response procedures for personnel at all levels in the event of an emergency. We regularly conduct safety risk identification and hazard screening to identify and assess potential hazards in workplace facilities, equipment, and operating processes, classify them by level of impact, and, in accordance with internal policies such as the *Emergent Incident Handling Guidelines*, ensure proactive risk prevention and standardized, consistent response actions. If on-site personnel or the individuals responsible for an incident identify a safety incident, they must immediately report it to the head of the responsible party and initiate emergency response procedures, promptly taking measures to contain the situation and minimize personal injury and property loss to the greatest extent possible.

Health and Safety Management System

Standardized Response Procedures

- Implement standardized operating procedures and emergency response plans to proactively identify and systematically prevent various types of operational risk, ensuring that a response can be swiftly initiated in accordance with predefined procedures when unexpected incidents occur.

Risk Monitoring and Continuous Improvement

- Establish a systematic risk monitoring mechanism to proactively identify potential risk scenarios through data analytics platforms and routine safety inspections.
- Conduct thorough reviews and analyses of typical cases to continuously identify hidden risks in operating procedures and day-to-day management, and optimize control measures in a targeted manner.

In addition, JD.com has strengthened its safety protection system for production equipment based on the operational characteristics of different roles, providing employees with role-specific protective equipment that meets relevant standards. Through an integrated "theory and practice" approach, the Group regularly conducts safety training and emergency drills to reinforce employees' compliance awareness and risk identification capabilities, effectively reducing the likelihood of safety incidents. In 2025, JD.com's OHS training covered 100% of employees.

Safety Protection Mechanisms

Personal Protective Safety

- **Warehouse associates:** equipped with high-visibility clothing to improve visibility in operational areas.
- **Couriers:** uniformly provided with essential personal protective equipment, including safety helmets.
- **Protection for special work scenarios:**
  - Low-temperature warehouse staff: provided with cold-resistant clothing to prevent low-temperature-related injuries.
  - Pickers: provided with protective gloves and slip-resistant workwear to reduce hand injuries and slip-and-fall incidents.
  - Forklift drivers: equipped with high-visibility vests and safety helmets to enhance safety in human-machine coordination.

Production Equipment Protection

- Prominent safety warning signs are posted in critical operating areas and at hazardous locations to enhance employees' hazard awareness and prevention consciousness.
- Measures such as planning separate routes for pedestrians and vehicles, setting speed limit signs, and installing collision avoidance devices effectively prevent accidental collisions between forklifts and employees.
- In conveyor operating areas, gaps are sealed and guards are installed on rotating parts to reduce the risk of caught-in injuries.
- Protective measures, including standardized management of parking keys and the installation of anti-rollaway devices, effectively reduce potential safety risks in loading and unloading operations.

Safety Awareness and Skills Training

- **Dedicated safety training sessions** are conducted on topics including fire safety fundamentals, lessons learned from safety accident cases, and safety operating procedures, in order to strengthen employees' compliance awareness and risk identification capabilities.
- **Emergency drills for all staff** are organized, covering scenarios such as fire evacuation, initial fire emergency response, and employees' self-rescue and mutual assistance skills, to strengthen practical emergency response and handling capabilities across the workforce.
- **Safety educational activities** are conducted through a variety of formats, including safety knowledge competitions and fire safety skill competitions, to foster a strong culture of safety.

To ensure employees' dietary health and food safety, JD.com's canteens have set up 9 healthy light-meal stations, providing over 200 meal options that comply with low-fat, low-sodium, and high-fiber standards to meet diverse dietary needs. Meanwhile, independent third-party professional organizations are regularly engaged to conduct quarterly audits of back-of-house kitchen operations and related areas, ensuring the safety of employees' meals.

In addition, we continued to strengthen our employee mental health support system. While fully respecting and protecting employee privacy, we further enhanced our EAP (Employee Assistance Program), delivered in collaboration with professional third-party organizations. All employees can conveniently schedule appointments through the "JD ME" platform to access professional psychological counseling and support.

Optimization Dimensions of the 2025 Mental Health Operation Mechanism

- Optimized the allocation of online and offline resources, realize normalized online consulting services, and effectively support employees' personal growth and stress relief.
- Upgraded the crisis intervention mechanism, establish a 24-hour response service, and expand resource coverage to key cities nationwide to ensure rapid access to professional support in emergencies.
- Continuously updated platform content, regularly popularize mental health knowledge, and continuously release online assessment tools for employees.
- Proactively identified employees' needs, hold interactive activities such as mental health carnivals, and achieve continuous growth in participation and satisfaction.

Sustainable Supply Chain

JD.com is committed to fostering an open, transparent and efficient supply chain ecosystem. We strive to embed the principles of sustainable development throughout upstream and downstream supply chain enterprises, and to work with suppliers to build a transparent, mutually beneficial, and responsible supply chain system, thereby advancing the sustainable development of the industry.

Responsible Procurement

JD.com continues to advance the development of a responsible supply chain and refine its supplier management processes. We have deeply integrated ESG principles into our supplier management system by explicitly incorporating ESG clauses into supplier contracts and requiring suppliers to strictly comply with internal policies such as the *JD Group Supplier Code of Conduct* and make specific commitments in accordance with these standards. JD.com regularly evaluates and manages suppliers' fulfillment of these commitments and has established dedicated scoring criteria for this purpose.

In 2025, we further enhanced our supply chain management system by fully incorporating into our policy framework the key ESG issues arising from the expansion of our global business, including overseas project safety and compliance, sustainable product procurement, data security and low-carbon logistics, and human rights due diligence in the supply chain. To further strengthen procurement governance and enhance operational transparency, we also revised the management procedures for procurement matters, systematically defining the code of conduct for procurement activities, departmental responsibilities, standard procedures, and principles for addressing special scenarios, thereby advancing supply chain management toward greater precision, scenario-based management, and internationalization. In addition, we conducted regular policy and process training for all procurement personnel and related employees to ensure that all requirements are effectively implemented in day-to-day business operations.

The Group is committed to strengthening ESG risk management across its supply chain by assessing and identifying suppliers in such areas as environmental protection, labor management, and raw material traceability. We treat suppliers' ESG management performance as an important factor in procurement decisions and incorporate it into our supplier screening and evaluation system, thereby continuously improving suppliers' ESG management capabilities.

The Group delivers business ethics and compliance training to suppliers, self-operated merchants, and business partners, fostering a culture of integrity throughout the supply chain. In 2025, the Group's suppliers[24] have achieved a 100% signing rate for the *Anti-Commercial Bribery Agreement*.

[24] Except in cases strictly exempted by the relevant approval procedures.

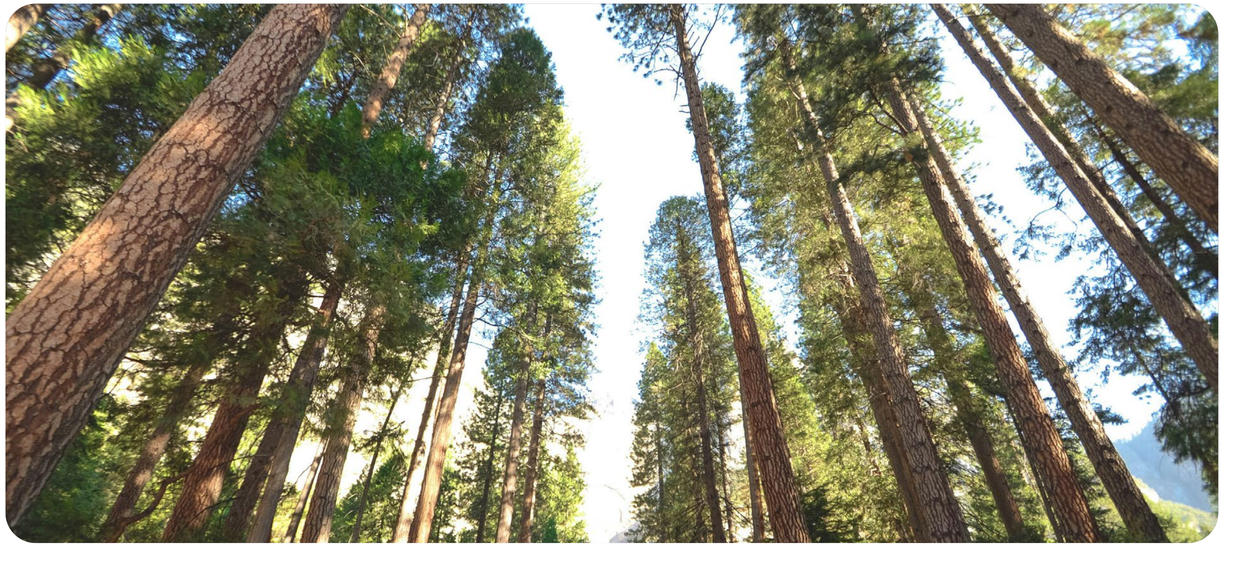
Environmental Protection

The Group actively supports the national green development strategy and has formulated the *JD Group Procurement Supplier Management Measures*, explicitly incorporating requirements such as environmental protection into its supplier management system to ensure that environmental principles are embedded throughout the entire supply chain management process. We guide suppliers in optimizing their production methods, advancing green transformation, and continuously improving the effectiveness of their environmental management, so as to jointly reduce the ecological impact of the supply chain.

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

Labor Standards

The Group requires suppliers to comply with the *Labor Law of the People's Republic of China* and other applicable laws and regulations, and rigorously reviews supplier compliance to prevent illegal practices such as child labor and forced labor. For suppliers found to have committed serious violations, we adopt a zero-tolerance approach by blacklisting them and permanently terminating the business relationship.



Health and Safety

The Group conducts comprehensive assessments of all partner suppliers, gives priority to suppliers with implemented adequate occupational health and safety management measures or have demonstrated outstanding performance, and thoroughly reviews relevant certifications to ensure compliance with national regulations and industry standards and the effective fulfillment of their principal responsibilities.

For suppliers in key categories, we further require them to establish a company-wide safety accountability system and robust safe production management policies, and to strictly implement safety measures. By continuously improving safe production conditions and strengthening risk prevention and control mechanisms, we work with suppliers to reinforce the line of defense for safe production and ensure responsibilities are fully implemented.

Supply Chain ESG Assessment and Development

JD.com rigorously conducts internal supplier ESG audits and continuously monitors and promotes supplier performance in environmental, social responsibility, and governance matters. For suppliers with issues identified during the audit process, we propose rectification recommendations and corrective action plans, closely track the implementation of rectification measures, and support supply chain partners in continuously improving their practices, thereby further enhancing supply chain resilience.

To further enhance the transparency of suppliers' ESG management, we regularly issue survey questionnaires to partners and assess them across five dimensions: ESG disclosures and awards, environmental management, employee management, occupational health and safety, and business ethics. The assessment results are directly incorporated into the supplier performance evaluation system and affect suppliers' final scores. In 2025, we completed the process of "identification of significant suppliers - distribution of survey questionnaires - questionnaire collection" and issued questionnaires to all 877 significant suppliers. At the same time, we strengthened due diligence management for internal procurement personnel and, through institutional norms and conduct inspections, promoted coordinated implementation of the ESG standards embedded in JD.com's procurement practices across both the procurement and supply sides.

The Group continuously monitors suppliers' ESG performance and conducts in-depth reviews of partners that achieve strong scores, systematically distilling their advanced ESG practices into replicable best-practice cases. Through thematic sharing sessions and other formats, we share proven practices with suppliers demonstrating average performance, thereby promoting the coordinated enhancement of ESG capabilities across the supply chain. For suppliers with relatively low ESG scores or more prominent risks, we have established a dedicated follow-up mechanism to regularly assess the effectiveness of their improvement measures and provide targeted guidance and support. We have also established a robust supplier Corrective Action Plan (CAP) mechanism, under which 93 suppliers were undergoing corrective improvement processes in 2025. In addition, 15 suppliers were reinstated as regular partners after effectively implementing corrective actions and having their cooperation restrictions lifted in 2025.

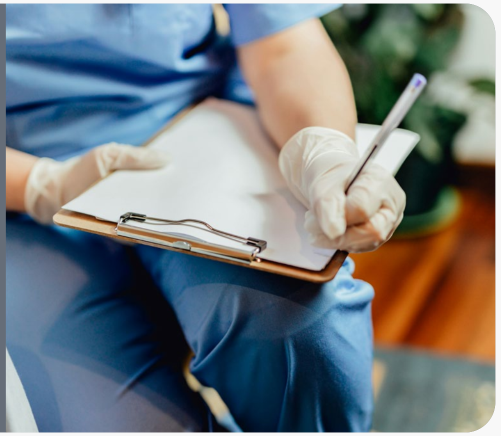
Internal ESG Review Content for JD.com's Suppliers

Labor Rights and Interests

- Legal and compliant employment
- Prohibition of child labor
- Prohibition of discrimination, harassment, and abuse
- Compliance with legal wage requirements
- Payment of overtime compensation
- Employee training

Health and Safety

- Occupational health and safety policy
- Occupational health and safety training
- Workplace safety
- Emergency response plans
- Employee health examinations/ occupational disease prevention and control



Environmental Protection

- Environmental management policies and systems
- Environmental management system certifications
- Completion and submission of the CDP climate change questionnaire
- Emission reduction measures
- Waste management

Corporate Governance

- Business ethics policies and systems
- Business ethics training
- Whistleblowing mechanism

ESG Management

- Joining external initiatives such as the United Nations Global Compact
- Establishing an ESG and sustainable development management system
- Establishing a sustainability committee

JD.com Supplier Performance Evaluation Criteria

Supplier performance evaluations are based on a 5-point scale. Suppliers that meet the following criteria or demonstrate comparable good practices may receive an additional 0.2 points:

- The supplier has formally and publicly committed to a sustainability initiative or program (e.g., the UNGC).
- The supplier has published a corporate social responsibility report or ESG report.
- The supplier has undergone an on-site corporate social responsibility audit at at least one site.
- The supplier has received external awards or recognitions related to corporate social responsibility or ESG in the past three years.
- The supplier has established a sustainable development management system.
- The supplier has established a board-level or executive-level Sustainability Committee.
- The supplier has a sustainable procurement policy.

The Group continues to strengthen ESG capabilities across its supply chain by hosting supplier exchange conferences and conducting dedicated internal training, thereby systematically fostering sustainable supply chain partnerships. We promote consensus on concepts through policy transmission and case sharing, and enhance execution capabilities through professional training.

JD.com Hosts a Supplier Exchange Conference

In March 2025, JD.com hosted a supplier exchange conference under the theme "Win-Win Cooperation, Building the Future Together." Guided by the principles of mutually beneficial cooperation and value co-creation, the conference featured focused discussions on integrity compliance and green supply chain development, with representatives from 1,120 suppliers participating in policy briefings and exchanges on practical cases. Through two-way communication on institutional development and case sharing, the conference helped JD.com and its supplier partners jointly build a mutually beneficial and collaborative supply chain ecosystem.

Sustainable Supply Chain Management Training

In December 2025, JD.com organized dedicated training on the Supplier ESG Program for procurement and supply chain-related departments, reaching 322 employees in relevant roles and internal stakeholders through an online format. The training focused on key topics including the latest sustainable development regulations issued by the European Union and Hong Kong Exchanges and Clearing Limited, approaches for systematically embedding ESG requirements into different procurement scenarios, and insights drawn from leading international practices.

Strengthening Supply Chain Integrity Safeguards

In 2025, JD.com extended its integrity and compliance management across the supply chain through an integrated online and offline communication approach. We organized in-person training sessions for suppliers on anti-corruption and anti-bribery, reaching over 2,000 participants. We also launched the *Integrity JD Hub* course on the "Jing Mai" platform and embedded it into business livestreams, with total viewership exceeding 50,000. In addition, we introduced the *Integrity Cooperation Guidelines* and a series of AI-powered digital human videos to present compliance requirements through scenario-based formats. We also disseminated integrity policies and reporting channels through multiple channels, reaching over 230,000 business partners and ensuring integrity education across the entire collaboration lifecycle.

Supplier Management

JD.com continues to strengthen its supplier management system by refining internal policies such as the *JD Group Supplier Code of Conduct*, improving end-to-end management mechanisms covering supplier admission, supplier assessment, and supplier exit, and implementing supplier classification and grading measures.

Supplier Full Lifecycle Management System of JD.com

Supplier Admission

Through media monitoring, interviews and communication, site visits, sample testing, and on-site audits, among other methods, we conduct rigorous screening of suppliers registered on JD.com's procurement platform and determine the final shortlist.

For suppliers in different business categories and risk tiers, we establish differentiated admission standards and systematically review certifications for key management systems, including environmental management (such as ISO 14001), occupational health and safety (such as ISO 45001), and quality management (such as ISO 9001). We give priority to working with suppliers that meet sustainability requirements.

Supplier Assessment

In accordance with the *Supplier Performance Evaluation Management Rules*, we conduct systematic evaluations of suppliers based on their business categories and tier differences across multiple dimensions, including product quality, delivery capability, and service levels. We also carry out regular supplier assessments with reference to internationally recognized standards such as ISO 14001, ISO 45001, and ISO 9001.

Through biannual, annual, and project-based assessments, we implement tiered management of eligible suppliers during their contract terms, with performance ratings classified as Excellent, Good, and Unqualified.

Supplier Exit

In 2025, we assessed a total of 2,414 suppliers, of which 28 were blacklisted, 93 were suspended, and 115 were rated as unqualified. Based on the assessment results, we worked with suppliers to analyze the root causes of identified issues, develop improvement plans, and advance the implementation of rectification measures. For suspended suppliers, we halt all new business engagements, continuously monitor the progress of their rectification, and resume cooperation only after the required corrective actions have been completed and verified.

In supplier management, the Group gives full consideration to business relevance and systematically assesses multiple factors, including suppliers' countries or regions, industries, and product characteristics, to safeguard supply chain resilience.

Business Relevance

We assess suppliers' share of procurement in each core business area, along with their substitutability, to determine the potential impact of supply disruptions on JD.com's operations.

Country/Region-specific Risk

We assess adverse ESG risks related to the political stability, legal and regulatory environment, and socioeconomic conditions of the countries or regions in which suppliers operate.

Sector-specific Risk

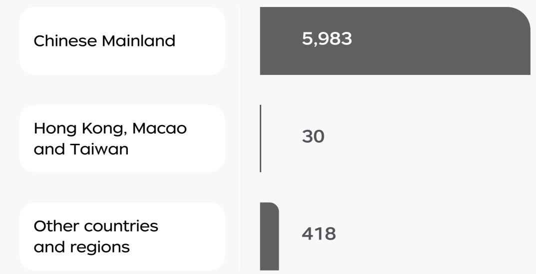
We assess sector-specific negative ESG risks for suppliers, such as energy use, pollution emissions, and workforce management.

Commodity-specific Risk

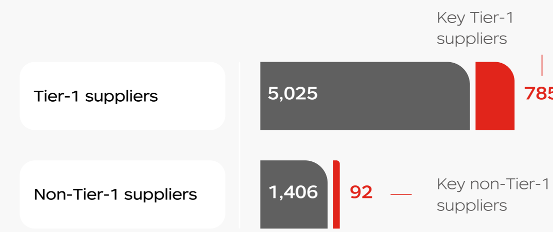
We assess adverse ESG risks associated with suppliers' products in areas such as quality, safety, and environmental performance.

To further strengthen supply chain stability, we have incorporated material support mechanisms for major events and promotional periods into our institutionalized management system. We implemented comprehensive all-category operational arrangements before, during, and after the major promotions, systematically enhancing the standardization, planning, and overall coordination of procurement operations. For strategic procurement projects, we established contingency supplier plans to mitigate potential supply fluctuation risks. Through end-to-end execution monitoring, we ensured the smooth progress of strategic procurement tasks and the stable delivery of critical materials. As of the end of the reporting period, we had 6,431 suppliers[25].

Number of Suppliers by Region



Number of Suppliers by Type



Number of Suppliers with ISO Certification

[25] Supplier data statistical scope: the number of suppliers is based on those registered under the "JD.com" on the Panshi procurement platform and who were awarded contracts in 2025.

Serving Consumers

JD.com consistently upholds its core philosophy of "Customer First," with an ongoing focus on protecting user rights and enhancing the consumer experience. Through rigorous quality control mechanisms, honest and transparent brand communication, and continuously improved service responsiveness, we are committed to delivering trustworthy, high-quality, and thoughtful services to every consumer.

Product Quality Assurance

JD.com has established a product quality management system covering the entire value chain, comprehensively safeguarding product quality and food safety through rigorous standards.

Quality Management System

Admission Management

JD Self-operated Supplier Onboarding Management

We strictly review suppliers' business licenses, general taxpayer status, and industry-specific qualifications. To ensure product authenticity and quality, we also verify suppliers' brand credentials and product qualifications. Products can only be sold after passing the review. At the same time, to prevent suppliers with operational risks from affecting the consumer experience after onboarding, we assign risk labels to suppliers. High-risk suppliers are directly blocked and not allowed to onboard.

Merchant Admission Management on JD Open Platform

We have established fair, just, and transparent recruitment rules at the platform level, clearly defining merchant access qualifications. Clear rules regarding entity qualifications, brand qualifications, industry qualifications, and other standards are openly displayed. The platform reviews and verifies different qualifications based on these rules. Only merchants who pass the review are allowed to operate and sell products on the platform, ensuring compliance with qualification requirements. At the same time, if any merchant violates relevant regulations — for example, by harming consumer experience or disrupting platform order — JD.com reserves the right to take actions against the merchant based on the circumstances, including but not limited to delayed settlement of payment terms, removal from the platform, and refusal of re-entry.

Merchant Admission Management for Instant Retail

We require that merchants must have a genuine physical store, ensure that their actual business address matches the one on their business license, and verify the authenticity and validity of their qualifications, as well as the legal representative's true intention to operate the store, so as to ensure compliant and orderly business operations. If any merchant violates the relevant regulations, the platform will take corresponding measures, including but not limited to rectification or taking the store offline. Through this series of access management measures, we aim to provide consumers with a safe and reliable shopping environment, while also creating a fair competitive market space for merchants. At the same time, we will regularly update and improve the relevant rules to ensure that platform management always complies with the latest laws and regulations, maintaining good market order.

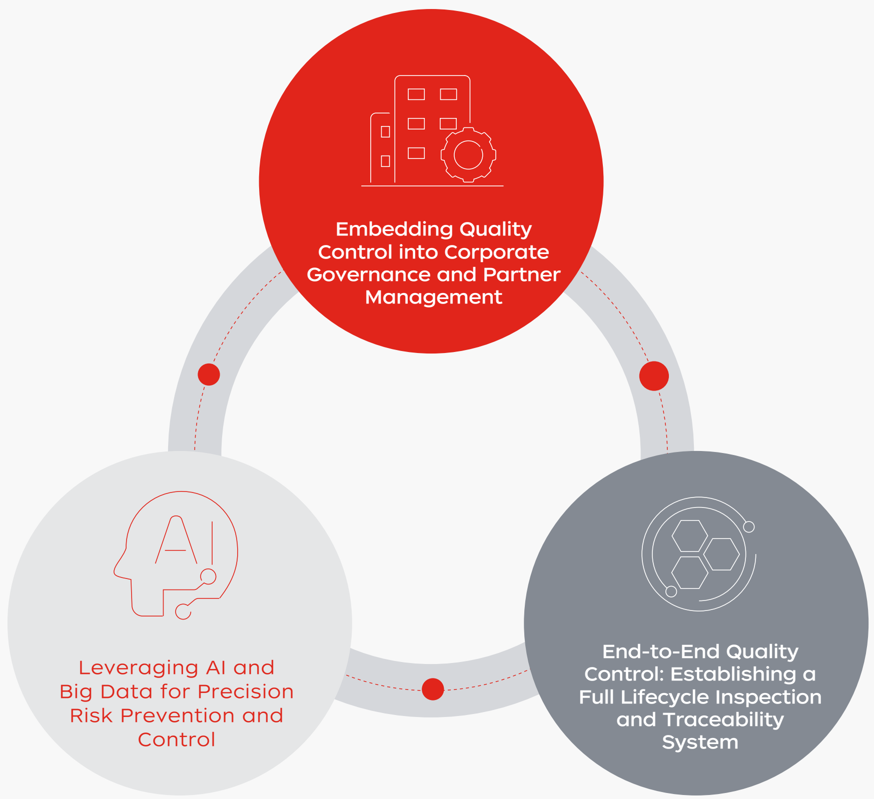
In 2025, we completed standardized system certification in multiple areas, including quality management, food safety, product after-sales service, and information technology services.

- **ISO 9001 Quality Management System Certification**
- **FSSC 22000 Food Safety System Certification**
- **GB/T 27922-2011 Commodity After-sales Service Evaluation System Certification**
- **ISO 20000 IT Service Management System Certification**

Quality Management

JD.com regards product quality and safety as the lifeline of its sustainable development and a core component of its social responsibility. The Group is committed to building a comprehensive quality assurance system that integrates robust quality management frameworks, intelligent data monitoring, and innovative management tools, ensuring that product quality remains controllable, reliable, and traceable across the end-to-end value chain, from source to after-sales.

Excellence in quality begins with rigorous source control. JD.com has established a comprehensive supplier admission and ongoing management system, incorporating mandatory qualification reviews and factory audits. These assessments cover multiple dimensions, including production processes, management systems, and social responsibility, enabling the selection of high-quality partners at the source. We also actively collaborate with authoritative third-party organizations and industry associations to co-develop high standards, extending our quality commitments upstream across the value chain.



AI technologies are widely applied to automatically identify and accurately target non-compliant products, significantly improving the coverage and efficiency of routine inspections. We continue to upgrade our intelligent governance platform, centered on the "JD Intelligent Identification System, "which dynamically monitors key indicators through big data models. By analyzing large volumes of consumer feedback for risk signals, the Group establishes early warning mechanisms and implements proactive interception of potential quality risks.

JD.com has developed a systematic closed-loop quality management system covering the entire lifecycle-from production, warehousing, and listing to sales and after-sales services. Regularized quality inspection mechanisms are embedded at critical control points, supported by intelligent inspection platforms that enable real-time data collection and analysis. This ensures that any quality issue can be quickly traced and addressed, effectively safeguarding consumer rights and interests.

JD.com actively conducts quality management training to strengthen the quality awareness and professional capabilities of its employees and business partners.

→ "Trusted Quality" Initiative

As consumer demand continues to evolve, increasing attention is being paid to product quality. However, uneven product quality in the market and the difficulty of identifying premium products not only create challenges for consumers in making informed purchasing decisions, but also make it difficult for merchants committed to high-quality products to differentiate themselves, limiting the full realization of the value of quality goods. To address this industry challenge while responding to consumers' demand for reliable product quality and merchants' need to better realize the value of premium products, JD.com launched the "Trusted Quality" initiative. Based on the characteristics of different product categories and industries, JD.com has established differentiated quality inspection standards and encourages merchants to apply for exclusive "Trusted Quality" labels for products supported by authoritative testing reports or certification credentials. Through the platform, testing reports, certifications, and other quality-related information are transparently communicated to consumers, helping them quickly identify high-quality products. Meanwhile, the initiative helps merchants strengthen their quality positioning, enhance brand credibility, and improve product competitiveness, thereby creating a win-win outcome for both consumers and merchants while promoting the development of a higher-quality platform ecosystem.

As of the end of 2025, the "Trusted Quality" initiative had introduced multiple quality labels and claims, including "slip-resistant and wear-resistant," "formaldehyde-free," "grass-fed milk," "high calcium," "antibacterial," and "original manufacturing process." The initiative covered over 2,000 product categories and over 4 million products across apparel, footwear, food, furniture, electrical appliances, pharmaceuticals, and other sectors. Going forward, we will continue to expand our portfolio of quality labels and foster a more trustworthy environment for quality-driven consumption.

→ Advancing Product Digital Identification to Build a New Quality Traceability System

In 2025, JD.com actively supported the State Administration for Market Regulation's pilot program on the "verification of quality and safety labels for key products sold online," contributing to enhanced product quality and safety. Key products are assigned a unique digital code "(one item, one code)," enabling consumers to access critical quality information, such as manufacturer details, applicable standards, and inspection reports, via QR code scanning. This system integrates fragmented quality data into a cross-enterprise, cross-platform, and cross-regulatory trust infrastructure, shifting e-commerce governance from a "post-incident penalty" model toward a more proactive approach combining "prevention in advance" and "real-time control." For the industry, it provides a technological foundation for building a modern supply chain where sources are traceable, destinations are traceable, and accountability is clearly defined.

As one of the first pilot enterprises, JD.com collaborated with the China Article Numbering Center to verify key product qualification information. Upon successful verification, a "Product Digital Identification" label is displayed on the product page within the JD App.

Quality Inspection and Recall

JD.com continues to refine its mechanisms for managing non-conforming products and product recalls, and promotes the Group's rigorous implementation and ongoing enhancement of requirements under policies such as the *Product Recall Control Procedure*. By strengthening quality testing and improving recall procedures, JD.com systematically enhances its product quality control capabilities and effectively safeguards consumer rights and product quality experience.

The Group has established an emergency response mechanism for product recalls to ensure an efficient response to potential recall incidents. Once a recall procedure is initiated, we promptly conduct incident investigations and root cause analyses, and formulate and implement corrective and preventive measures to prevent similar issues from recurring. In 2025, JD.com's Private Brands did not record any product recall incidents due to health and safety issues.

For defective products, we have established a product quality complaint mechanism and provide clients with convenient complaint channels through our official app. Clients can submit complaints and feedback either by phone or online, with the relevant access points clearly displayed in the app to ensure that issues are addressed and resolved in a timely and effective manner.

Product Quality Inspection Measures of JD.com in 2025

◆ JD.com's Private Brands

A supplier grading system based on quality risk assessment has been established. Through supplier onboarding reviews and regular reassessments, together with multidimensional quality control measures such as production process inspections, sampling inspections upon product acceptance, and irregular flight inspections, suppliers are required to implement rectification measures within a specified timeframe for any identified quality issues, while suppliers posing serious risks are removed under an elimination mechanism.

◆ 7FRESH

The quality management system was fully rolled out to enable intelligent assignment of quality screening tasks and the retention, analysis, and reuse of core data, including inspection volumes, defect rates, and defect images. JD.com also implemented a "daily fruit and vegetable arrival quality inspection mechanism" across stores nationwide. Guided by system prompts, in-store quality control personnel conduct daily checks focusing on fruit and vegetable products associated with customer complaints. Any products found to have quality abnormalities are immediately removed from shelves. Identified issues are simultaneously shared with warehouse receiving teams and suppliers, driving stricter inbound inspection and improvements in sourcing quality, and forming closed-loop management from issue identification through to source-level rectification.

In 2025, 7FRESH completed system-based screening of over 600 SKUs and over 600,000 fruit and vegetable items, and the overall annual quality complaint rate for fruit and vegetable products decreased by 10.96% year on year.

Food Safety in Food Delivery

In 2025, while we expanded our food delivery service business, the Group placed food safety as a top priority. The Group strictly complies with the *Food Safety Law of the People's Republic of China* and relevant industry standards, and has established and implemented a series of dedicated policies, including the *JD Now Platform Food Safety Incident Handling Guidelines*, the *Food Safety Self-Inspection Policy*, the *Spot-Check and Monitoring Standards for Food Merchants' Operations*, the *Procedures for Preventing and Reporting Food Safety Violations*, and the *Food Safety Complaint and Reporting Guidelines*. By building a full-chain management mechanism covering merchant admission review, dynamic monitoring of business practices, rapid prevention and reporting of risk behaviors, user complaint response, and emergency handling of food safety incidents, the Group has systematically established a robust food safety protection framework for its food delivery business, effectively safeguarding consumer rights and service quality.

The Group has established a dual framework of "stringent access + supply chain assurance" for food delivery safety. During merchant onboarding, JD Food Delivery verifies licenses and certificates and conducts LBS[26]-enabled real-time video verification to ensure the authenticity of store qualifications and consistency of registered addresses, while enhancing transparency through the "Dine-in Restaurant" label. Leveraging its supply chain capabilities, JD.com launched 7FRESH Kitchen and partners with leading suppliers such as COFCO, Arawana, and CP Group. Ingredients are standardized at dedicated pre-prepared ingredient processing facilities and delivered directly through a fully cold-chain logistics process. Combined with cooking robots and end-to-end food safety management, this model ensures traceable ingredients, monitorable preparation, and verifiable quality, helping raise food safety standards across the food delivery industry.

In merchant onboarding, we pioneered the industry's most stringent entry standards by implementing a rigorous "three reviews and three verifications" mechanism. The Group conducts comprehensive reviews of merchants' qualification documents, including business licenses, food operation permits, and on-site store photographs, and cross-checks them through multiple methods such as video authentication, offline field inspections, and public oversight. Through these multiple layers of control, the approval rate for store onboarding applications in 2025 was maintained at 40%, ensuring from the outset the compliance and operating quality of merchants on the platform and establishing a solid and reliable First Line of Defense for food safety for consumers.

In the delivery process, JD Food Delivery has actively responded to industry regulatory requirements by launching a "Food Safety Initiative" in 2025. JD Food Delivery took the lead to establish a "triple sterilization" mechanism for delivery containers, employing three professional procedures—ultrasonic atomization spray, meticulous wiping with 75% medical-grade alcohol, and UVC ultraviolet irradiation disinfection. This process achieves a sterilization rate of 99.99% for empty containers, independently verified and certified by CMA-accredited testing institutions. At the same time, for the full-time riders' meal boxes at pilot sites, we make the entire disinfection process available to consumers through videos. Users can view the disinfection videos and inspection reports on eligible order pages, achieving full traceability and transparent visibility throughout the delivery process, setting a new standard for food safety delivery in the industry.

In addition, JD Food Delivery has introduced a burden-reduction policy and dedicated support programs to empower quality merchants. The platform has formulated and published the *JD Food Delivery Merchant Rules Directory* to ensure compliant operations. Meanwhile, JD Food Delivery has implemented a "zero commission" policy and launched the "Double Hundred Initiative," committing over RMB 10 billion to support quality merchants in strengthening their online business capabilities through a comprehensive 5A-grade service framework encompassing traffic support, hero product operations, premium delivery, and dedicated after-sales service.

[26] LBS refers to location-based services.

Responsible Marketing

JD.com complies with the *Advertisement Law of the People's Republic of China*, the *Anti-unfair Competition Law of the People's Republic of China*, and the *Law of the People's Republic of China on the Protection of Consumer Rights and Interests*, implements responsible marketing strategies, and is committed to providing customers with more truthful and transparent services.

Marketing and Advertising Management

The Group has established and continues to refine its marketing and advertising management system, safeguarding the accuracy and compliance of product information through institutional norms and process controls. We strictly enforce brand management and product labeling standards to ensure that advertising content is truthful, accurate, and compliant, thereby maintaining market order and protecting consumer rights.

JD.com's External Marketing Principles

- Provide truthful and accurate product and service information to prevent consumers from being deceived or misled.
- Refrain from overstating the role and impact of products and services on society and the environment.
- Pay close attention to the protection of specific groups, especially those who may face difficulties in accessing commercial information, such as children, the elderly, and persons with disabilities.
- Refrain from disparaging or defaming competitors.

In advertising content management, the Group uses an intelligent management system to automatically block non-compliant advertisements through pre-set prohibited categories and sensitive and blacklist databases. We have established a human-machine collaborative review mechanism that combines technical screening with manual review to provide dual safeguards for advertising compliance, and we have formed a dedicated team to conduct ongoing inspections and promptly identify and address non-compliant content.

To strengthen advertisers' capacity building, we leverage online platforms such as "Jing Dian" Academy and Jingmai to provide training on advertising compliance and responsible marketing through a variety of formats, including livestream sessions, illustrated materials, and videos. At the same time, we have established a regular survey mechanism to continuously collect advertisers' feedback on review services and optimize management processes and service effectiveness.

Protection of Minors

The Group strictly complies with applicable laws and regulations and continues to strengthen its governance of content related to the physical and mental health of minors. We have established a protection mechanism for minors and implemented a range of measures to effectively identify, intercept, and address harmful content, thereby safeguarding a healthy information environment for young people on the platform.

JD Retail's Protection Measures for Minors

Product Management

- We strictly regulate the presentation of listings for minors' apparel products, with detailed requirements on attire, posture, and camera angles.
- We strictly prohibit the publication of harmful content involving minors, including content related to illegal activities and bullying, and continuously strengthen merchants' awareness of operating in compliance with regulations.

Technological Prevention and Control

- Through harmful sample analysis, monitoring and analysis of public sentiment, and other measures, we continuously improve our blacklist database to strengthen our ability to intercept inappropriate content.
- We conduct daily targeted inspections of key product categories, take measures such as delisting and blocking against non-compliant products, and continuously optimize our sensitive and blacklist databases through case reviews.

Merchant Management

- Through platform announcements, rule reminders, and other means, we encourage merchants to conduct self-reviews of content and implement rectification measures.
- We regularly organize specialized training on content compliance to enhance the compliance management capabilities of review staff.
- We optimize user reporting channels and handling procedures by establishing reporting windows on product detail pages and in the review center, assigning dedicated personnel to process user reports, tracing and addressing similar violations, and imposing penalties such as point deductions on non-compliant merchants.

Premium Customer Services

Guided by its mission of "Making Lives Better through Technology," JD.com continues to enhance its customer service system and build a more efficient, convenient, and thoughtful service experience centered on user needs.

Optimizing Service Management

The Group continuously optimizes its customer service system and response mechanism. A professional customer service team of over 20,000 provides 7×24 customer service to ensure timely responses and efficient resolution of user and merchant issues. For customers requesting assistance or providing feedback, JD.com offers channels including AI chatbots, online customer service, dedicated email, dedicated hotline, and in-person reception (at offline stores). For customer complaints, JD.com acknowledges receipt to the customer and, based on its internal handling procedures, commits to a resolution timeframe. In 2025, by effectively utilizing large model, JD.com's customer service comprehensively upgraded its products based on the multi-agent paradigm, enabling one-stop, cross-scenario task processing. The service experience became fully intelligent and human-like, resulting in significant improvements in user satisfaction, user service processing time, and customer service efficiency. JD.com's main site consumer NPS improved by 2.9 points, building on its industry-leading performance in 2024.

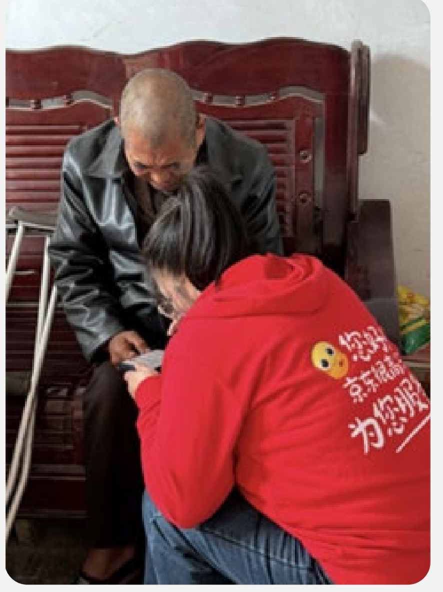
The JD customer service team always adheres to the service principle of 'customer issues end with me,' continuously strengthening professional capabilities. The Group focuses on improving customer satisfaction, enhancing professional service capability, and continuously consolidating customer service understanding and in-depth knowledge of products, with a 100% pass rate for assessments. Against the backdrop of intelligent transformation, the Group proactively develops new positions and skills (e.g., AI trainers), leveraging AI tool applications, vertical domain knowledge enhancement, and assessment certifications to continuously improve the response efficiency and accuracy of intelligent customer service. This approach drives employees' transition to diverse roles and builds a professional team equipped for intelligent services. Additionally, the Group establishes specialized service teams tailored to the unique needs of different customer segments, delivering precise support and continuously improving service capability system.

→ "Accessibility Assistance Zone" Launched on the JD.com App

In May 2025, the JD.com App officially launched the "Accessibility Assistance Zone," featuring three major categories designed around the daily living scenarios and practical needs of persons with disabilities: assistive devices for persons with disabilities, products made through the work of persons with disabilities, and intelligent health services. This initiative further strengthened our inclusive service ecosystem.

→ Dedicated Customer Service System for Senior Users

For the elderly user group, JD.com has established a dedicated customer service team for seniors. In 2025, the team handled 2.58 million inquiries, achieving a satisfaction rate of 93% and receiving over 2,000 commendations from users, marking a significant year-on-year increase. During the Double Ninth Festival in 2025, the team went deep into rural villages in Hebi, Henan Province, to carry out public welfare activities. They donated smartphones to left-behind elderly and taught them how to use the devices, helping them make video calls to their children living far away. This initiative effectively bridged the digital divide and demonstrated JD.com's care and commitment to the elderly.



Double Ninth Festival Special Event Held by the Dedicated Customer Service Team for Elders

Giving Back to Communities

JD.com has consistently fulfilled its corporate social responsibility and is committed to advancing economic development in tandem with social progress, channeling the power of sustained action for the public good. Leveraging its industry strengths and technological capabilities, the Group actively supports community development and continues to undertake practical initiatives in areas including philanthropy and charity, disaster response, rural revitalization, and common prosperity, gathering social synergy through a strong sense of responsibility.

Philanthropy and Disaster Response

Through the JD Foundation and the Group's online charity fundraising platform, the Group has continued to implement a range of innovative public welfare programs in key areas such as health, education, and environmental protection, while further fostering a culture of philanthropy through employee volunteer participation mechanisms. In disaster response, the Group leverages its well-established supply chain network and digitalization capabilities to provide rapid and efficient emergency supplies and service support to disaster-affected areas.

During the reporting period, the JD Foundation donated RMB 75.085 million, and JD employees contributed 28,549 hours of volunteer services.

Philanthropy and Charity

The Group has continued to increase its investment in charitable and public welfare initiatives and actively fulfils its corporate social responsibility. We have continued to improve a multi-tiered public welfare support system for persons with disabilities, helping them secure employment and start businesses, while also carrying out child welfare initiatives and advancing the "Starlight Transmission" public welfare program. The program received the "Annual Most Publicly Recognized Project" and "SDGs Sustainable Excellence Project" awards from the CSR China Education Ranking. Leveraging its business strengths, JD Health focuses on rare disease communities and maternal and child health, and carries out related public welfare initiatives.

→ The "Starlight Transmission" Charity Program Carried Out in Xiajiaxiang Complete Primary School in Mengquan Town, Shimen County, Hunan Province

JD.com's Charity Program, "Starlight Transmission," was initiated by Ms. Nancy Zetian Zhang, Honorary President of the JD Foundation. Focused on improving reading conditions for rural children, the program aims to build a multidimensional, comprehensive, and high-quality reading support system that enables children in rural areas to have access to books, read quality books, and develop strong reading skills, ultimately fostering lifelong reading habits. Since 2018, the "Starlight Transmission" Charity Program has donated nearly 100,000 books to 300 primary and secondary schools in 23 cities and counties across 11 provinces, including Hebei, Gansu, Guizhou, and Hunan, benefiting approximately 60,000 students.

In June 2025, "Starlight Transmission" Charity Program came to Xiajiaxiang Complete Primary School in Mengquan Town, Shimen County, Hunan Province. Through initiatives such as establishing Starlight Reading Corners and introducing public welfare courses and smart classrooms, the project systematically improved reading conditions and learning experiences for rural children, helping them develop positive reading habits.

"Starlight Transmission" at Xiajiaxiang Complete Primary School in Mengquan Town, Shimen County, Hunan Province

→ The JD Foundation and JD Home Services Launch the "Bright Home Initiative" to Improve the Home Environments of Persons with Disabilities

In October 2025, the JD Foundation, in partnership with JD Home Services, launched the "Bright Home Program" — a professional and organized housekeeping volunteer initiative aimed at improving the living environment for families with multiple disabilities. Since the project was launched, the JD Home Services volunteer team supporting people with disabilities has attracted nearly 400 professional cleaners, providing in-home cleaning services to 100 households across six districts in Beijing and effectively improving the quality of life for these families.

Launch Ceremony for the "JD.com Supporting Persons with Disabilities, Bright Homes with Care" Public Welfare Campaign

→ JD.com Launches the Inaugural JD Senior Care Public Welfare Festival

In October 2025, the JD Foundation, together with the China Ageing Development Foundation, launched the "Warm Sunshine Senior Care Public Welfare Initiative" and the first JD Senior Care Public Welfare Festival. Leveraging its supply chain strengths, JD.com advanced the upgrading of senior-friendly products and services, providing older adults with senior-friendly supplies and specialized facility support with a market value of approximately RMB 2 million. The initiative also expanded the availability of senior-friendly products, optimized customer service and delivery experiences, and, through offline experience zones, themed events, and public-interest communications, fostered a multi-dimensional senior care ecosystem to help address the needs of an aging society.

→ JD Child Care Program Supports Healthy Child Development

On International Children's Day 2025, the JD Foundation, together with JD Apparel, JINGDONG Logistics, and the Aixiaoya Fund of the China Social Welfare Foundation, jointly launched the JD Child Care Program. The initiative reached four schools in Wanzhou District, Chongqing, providing health support to over 2,000 rural children. By delivering puberty health education courses and distributing Growth Energy Packs containing age-appropriate undergarments and care products, the program integrates health education with material assistance, brings together social resources from multiple stakeholders, and continues to support the physical and mental health and confident development of rural children.

Delivering expert educational sessions

→ "Light for Rare Diseases: Joining Hands for Greater Impact" Rare Disease Care Initiative

We continued to focus on the needs of patients with rare diseases, leveraging JD Health's platform as a bridge to work with government departments, public welfare organizations, and pharmaceutical companies to jointly build an ecosystem for rare disease patient management and services. As of the end of 2025, the "Medical Care Station" medical social worker public welfare program had provided medical assistance to 37,000 rare disease patient visits. In addition, the JD Health Rare Disease Care Program had cumulatively supported 810 rare disease patients. During International Rare Disease Day, we also organized public advocacy activities such as charity runs, children's painting exhibitions, and photography exhibitions, and launched a joint initiative to further raise public awareness and promote better coordination of medical resources and enhanced service capabilities.

→ "JD Health Birth-Friendly Initiative"

To support the development of a fertility-friendly society, JD Health joined forces with over 20 caring brands to launch the "JD Health Birth-Friendly Initiative." We provided complimentary maternal and infant nutrition care packages, alongside charitable donations and public education initiatives. The initiative received recognitions including the 2025 "Huaxia Public Welfare · Social Innovator" award.

Disaster Responses

Richard Qiangdong Liu, Founder and Chairman of JD.com, has stipulated that "Whenever a disaster occurs anywhere in the country, managers of the nearest Group warehouses are authorized to donate needed supplies from their warehouses to the affected area without prior approval." At the same time, supported by its dedicated support mechanism and digital intelligence-enabled logistics dispatch, the Group activates its emergency response mechanism without delay, rapidly establishes a dedicated support team, coordinates logistics resources, and delivers disaster relief materials to affected areas efficiently and precisely through dedicated vehicles and routes, among other measures. In 2025, the Group actively supported relief efforts following the earthquake in Dingri County, Xizang, the floods in Yuzhong, Gansu, the severe floods in Rongjiang, Guizhou, and the fire in Tai Po, Hong Kong, contributing to emergency disaster relief.

→ Post-Fire Emergency Supplies and Recovery Support for the Tai Po Fire in Hong Kong

On November 26, 2025, a Level 5 fire broke out in Tai Po in Hong Kong's New Territories. JD.com immediately established a dedicated task force and, on the night of the fire, was among the first to deliver relief supplies to the site. Leveraging its warehousing network across the Greater Bay Area and integrated supply chains, JD.com promptly mobilized emergency daily necessities from Hong Kong Warehouse No. 1 and its self-operated warehouses in Guangdong Province, and arranged for JINGDONG Logistics to transport them using dedicated personnel and vehicles.

JINGDONG Logistics Delivered Relief Supplies to the Designated Location

Rural Revitalization and Common Prosperity

The Group actively responds to national rural revitalization and common prosperity initiatives by participating in rural development through diversified approaches such as consumption-driven assistance and job creation for farmers, thereby supporting the growth of rural industries and increasing farmers' incomes.

JD Super's Agricultural Specialties Shopping Festival serves as an important initiative supporting the Group's rural revitalization efforts. In 2025, the Group hosted the fourth edition of the festival, covering over 600 categories of agricultural products, including fresh produce, grains, edible oils, and tea. The event brought together nearly 10,000 merchants and dozens of local governments, while allocating RMB 3 billion in dedicated subsidies to support the sales of agricultural specialty products, continuously promoting the upward distribution of agricultural products and increasing farmers' incomes.

In 2025, we continued to advance the "JD Production Base Program", establishing over 100 characteristic industrial-belt bases in core production areas. Through deep participation in the entire production process, the Group strengthens quality control and ensures the authenticity and traceability of agricultural products.

In addition, by establishing "China Specialty Pavilions," the Group promotes the online sales of county-level specialty agricultural products, helping agricultural products and handicrafts from remote and less-developed regions expand their sales channels and build local brands. To date, over 2,300 specialty pavilions, rural revitalization pavilions, and agricultural specialty product pavilions have been established, covering 31 provinces, 240 cities, and over 800 counties across China, effectively creating over 20,000 job opportunities.

Meanwhile, to stimulate rural consumption and support the "National Subsidy" strategy in rural areas, the Group has implemented marketing promotion, logistics fulfillment, and service capability building. On one hand, these measures bring multiple benefits from both national and JD subsidies along with a vast array of products to consumers in towns and townships. On the other hand, they drive market consumption vitality and contribute to high-quality economic growth in local areas. A series of initiatives by the Group to assist rural areas have resulted in significant growth in consumption in township-level and lower-tier regions. In 2025, the number of the Group's orders in township-level and lower-tier regions increased by 64% year-over-year, while the number of users increased by 38% year-over-year.

Upstream → **Midstream** → **Downstream**

Upstream: The Group implements strict quality control through direct sourcing from production bases and origin-based procurement.

Midstream: The Group's efficient logistics network reduces product loss during transportation and ensures product quality.

Downstream: The Group provides dedicated subsidies through its RMB 10 billion agricultural subsidy program, enabling high-quality agricultural products to obtain favorable market prices.

A JINGDONG Express vehicle is collecting oranges directly from their source orchards

JD.com
Delivering Better Lives

Across the vast land of China, there are still countless sparsely populated areas. Serving the people there often means traveling thousands of miles, traversing mountains and forests, or enduring high altitudes. At JD.com, there are people who continue to go the extra mile — overcoming countless challenges to serve customers and help "make lives better" for everyone.

→ The "Light Chaser" on the Qinghai-Xizang Plateau

Based in Lhasa, Xizang, a charging station engineer supports an enormous service area that stretches as far as Ngari Prefecture, over 1,200 kilometers away. One service trip can take one to two days. Faced with many local customers' lack of understanding of charging stations, he patiently communicates and approaches every installation with care and craftsmanship, helping new energy vehicles travel across the Roof of the World while contributing to the protection of the fragile ecosystem here.

→ Carriers in the Remote Frontier of Xinjiang

Delivering packages in the vast and sparsely populated border areas is often fraught with difficulties. Delivering on horseback is common, and even during periods of heavy snow and ice, couriers have crawled through "ice walls" to ensure delivery reaches customers' doorsteps.

→ The "Extreme Maintenance Engineer" of Shennongjia

The journey to Shennongjia is long and treacherous. The unique environment of the forest area makes repairs extremely difficult, with high humidity causing motherboard corrosion, rodents and insects nesting, and chewing through the wire. Despite the meager profits or even loss, the belief in "customer first" never changes. Whenever there is a need, service should be provided. "Where others can't go, JD.com must."

Appendix

Appendix 1 Important Legal Disclaimer

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 Performance

Indicators			Unit	2025	2024	2023
Business ethics	Incidents of corruption	Number of corruption related cases	Case	**205**	221	190
		Number of cases concluded	Case	**26**	20	6
	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	%	**17.4**	40	26
		Total number of suppliers that attended anti-corruption training	Unit	**1,120**	2,150	1,173
		Number of sessions of supplier anti-corruption training conducted	Session	**1**	1	3
Information security	Incidents of information or cyber security violation		Time	**0**	0	0

Environmental Performance

Indicators		Unit	2025	2024	2023
Greenhouse gas (GHG) emissions	Total emissions (Scope 1 + Scope 2[27])	tCO_2e	**4,070,727.15**	3,463,009.72	2,908,508.00
	Scope 1 emissions	tCO_2e	**2,636,078.04**	2,266,323.15	1,815,861.75
	Scope 2[27] emissions	tCO_2e	**1,434,649.11**	1,196,686.57	1,092,646.25
	Scope 3 emissions	tCO_2e	**8,644,512.75**	6,980,973.82	6,680,172.71
	GHG emission intensity (Scope 1 + Scope 2[27])	tCO_2e/RMB million of revenue	**3.11**	2.99	2.68
Wastewater	Wastewater discharge	Tonne	**12,967,018.02**	10,577,887.88	9,642,571.66
	Wastewater discharge intensity	Tonne/RMB million of revenue	**9.91**	9.13	8.89
Exhaust gas	Exhaust gas emissions	Tonne	**14,170.18**	14,598.15	12,056.58
	Exhaust gas emission intensity	Tonne/RMB million of revenue	**0.011**	0.013	0.011
	NO_x emissions	Tonne	**13,192.15**	13,589.69	11,214.14
	SO_x emissions	Tonne	**26.39**	12.80	21.37
	Particle emissions	Tonne	**951.64**	995.66	821.07
Waste	Total waste	Tonne	**88,573.01**	77,471.75	109,777.06
	Total waste intensity	Tonne/RMB million of revenue	**0.07**	0.07	0.10
	Hazardous waste	Tonne	**71.16**	45.43	24.48
	Hazardous waste intensity	Kilogram/RMB million of revenue	**0.054**	0.039	0.023
	Non-hazardous waste	Tonne	**88,501.85**	77,426.32	109,752.58
	Non-hazardous waste intensity	Tonne/RMB million of revenue	**0.07**	0.07	0.10
	Waste recovered/ recycled	Tonne	**26,555.14**	33,304.28	24,956.59
	Waste landfilled	Tonne	**2,204.07**	2,561.59	5,808.32
	Waste incinerated	Tonne	**59,812.84**	41,605.46	78,990.16
	Waste otherwise disposed	Tonne	**0.96**	0.42	21.91

Environmental Performance

Indicators		Unit	2025	2024	2023
Energy use	Comprehensive energy consumption	tce	**1,564,506.95**	1,322,563.38	1,079,859.59
	Comprehensive energy consumption intensity	tce/RMB million of revenue	**1.20**	1.14	1.00
	Renewable energy consumption	MWh	**114,486.09**	69,168.74	42,501.10
	Non-renewable energy consumption	MWh	**12,730,393.02**	10,761,698.22	8,786,817.51
	Direct energy consumption	MWh	**10,009,211.49**	8,489,645.73	6,825,646.43
	Indirect energy consumption	MWh	**2,721,181.53**	2,272,052.49	1,961,171.08
	Purchased electricity	MWh	**2,576,017.69**	2,117,320.24	1,813,075.25
	Purchased heat	GJ	**522,513.53**	557,039.24	533,176.67
	Gasoline	Tonne	**50,925.68**	82,019.91	72,159.79
	Diesel	Tonne	**631,285.96**	577,558.72	481,999.11
	Aviation kerosene	Tonne	**62,742.88**	40,895.60	15,866.80
	Natural gas	Cubic meters	**6,704,552.47**	3,750,299.39	3,826,300.42
	Liquefied natural gas	Tonne	**76,297.60**	8,712.55	1,086.00
	Hydrogen	Kilogram	**948.96**	155,928.51	/
Water use	Consumption of fresh water	Tonne	**16,605,737.03**	13,233,479.43	12,053,214.58
	Water consumption intensity	Tonne/RMB million of revenue	**12.68**	11.42	11.11
Use of packaging materials	Plastic	Tonne	**115,827.19**	116,387.41	113,549.35
	Paper	Tonne	**291,434.23**	260,199.34	285,461.92
	Other categories	Tonne	**118,141.77**	81,507.80	117,016.85
	Total used packaging material	Tonne	**525,403.19**	458,094.55	516,028.12
	Used packaging material intensity	Tonne/RMB million of revenue	**0.40**	0.40	0.48
Recycling of plastic packaging materials[28]	Recyclable plastic packaging	Tonne	**69,621.22**	70,972.43	69,621.22
	Plastic from recycled materials	Tonne	**4,036.06**	5,206.51	4,036.06
	Compostable plastic packaging	Tonne	**2,325.47**	3,277.90	7,076.78

[27] Scope 2 emissions disclosed in this report are calculated by the location-based method.

[28] In 2025, we further refined the granularity of data calculation regarding the recycling of plastic packaging materials. Following traceability analysis, minor adjustments were made to the historical data.

Social Performance

Indicators			Unit	2025	2024	2023
	Number of employees[29]		Person	773,009	570,270	515,022
	Number of new employees		Person	315,142	286,723	252,203
	Number of internal candidates filling vacant positions		Person	138,703	159,279	195,333
	Number of employees with disabilities		Person	7,264	4,522	4,067
	Number of minority employees		Person	55,199	37,553	32,888
Number of employees	By employment type	Full-time	Person	773,009	570,270	515,022
		Part-time	Person	7,738	7,275	7,539
	By gender	Male	Person	626,579	451,009	407,046
		Female	Person	146,430	119,261	107,976
	By age	30 years old and below	Person	218,041	206,643	202,239
		31-50 years old	Person	545,194	356,740	307,879
		51 years old and above	Person	9,774	6,887	4,904
	By region	Chinese mainland	Person	770,355	568,939	514,380
		Other regions	Person	2,654	1,331	642
	By level	Management	Person	36,614	30,659	34,350
		Non-management	Person	736,395	539,611	480,672
Share of women employees	Share of total workforce		%	18.9	20.9	21.0
	Share of all management positions		%	15.4	14.7	15.8
	Share of junior management positions		%	12.9	14.0	14.8
	Share of senior management positions		%	34.6	26.9	25.1
	Share of management positions in revenue-generating functions		%	15.7	13.8	14.8
	Share of STEM[30]-related position		%	22.4	23.0	17.1

Social Performance

Indicators			Unit	2025	2024	2023
Employee turnover rate	Employee turnover rate[31]		%	17.9	14.5	15.4
	By gender	Male	%	18.2	14.4	15.4
		Female	%	16.7	15.0	15.2
	By region	Chinese mainland	%	17.9	14.5	15.4
		Other regions	%	11.7	10.6	10.6
	By age	30 years old and below	%	26.2	19.2	19.3
		31-50 years old	%	14.3	11.2	12.3
		51 years old and above	%	7.6	6.1	5.9
Talent development	Talent development training	Percentage of employees covered	%	100	100	100
		Amount invested per employee	RMB	99.4	108.8	118.1
Average hours of training per employee	By level	Management	Hour	47.4	51.6	56.8
		Non-management	Hour	36.7	40.4	39.6
	By gender	Male	Hour	32.1	34.4	38.1
		Female	Hour	59.4	66.2	50.8
	By management level	Senior management	Hour	55.6	45.7	41.5
		Middle management	Hour	65.9	81.0	42.7
		Junior management	Hour	46.5	50.3	44.0
	By function	Technical employees	Hour	52.0	53.4	47.6
		Production employees	Hour	33.1	37.5	37.2
		Other employees	Hour	57.7	63.3	67.4
Percentage of employee training	By level	Management	%	100	100	100
		Non-management	%	100	100	100

[29] 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.

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

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

Social Performance

Indicators			Unit	2025	2024	2023
Percentage of employee training	By gender	Male	%	100	100	100
		Female	%	100	100	100
	By management level	Senior management	%	100	100	100
		Middle management	%	100	100	100
		Junior management	%	100	100	100
	By function	Technical employees	%	100	100	100
		Production employees	%	100	100	100
		Other employees	%	100	100	100
Satisfaction survey	Employee satisfaction survey	Employee satisfaction rate	/	4.55/5	4.58/5	4.53/5
		Effective questionnaire response rate[32]	%	81	74	84
		Number of respondents	/	1.14 million	1.09 million	1.10 million
Human capital	Average employment cost		RMB	646	748	714
	Total human resources expenditure		RMB	157.2 billion	116.1 billion	104.7 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	39	36	33
	Rate of work-related fatalities		%	0.005	0.006	0.006
	Number of workdays lost due to work-related injuries		Day	129,750	77,804	59,561
	Lost Time Injury Frequency Rate (LTIFR)		Number of work-related injuries/ million working hours	1.57	1.78	1.77
	Percentage of employees in LTIFR statistics		%	100	100	100

Social Performance

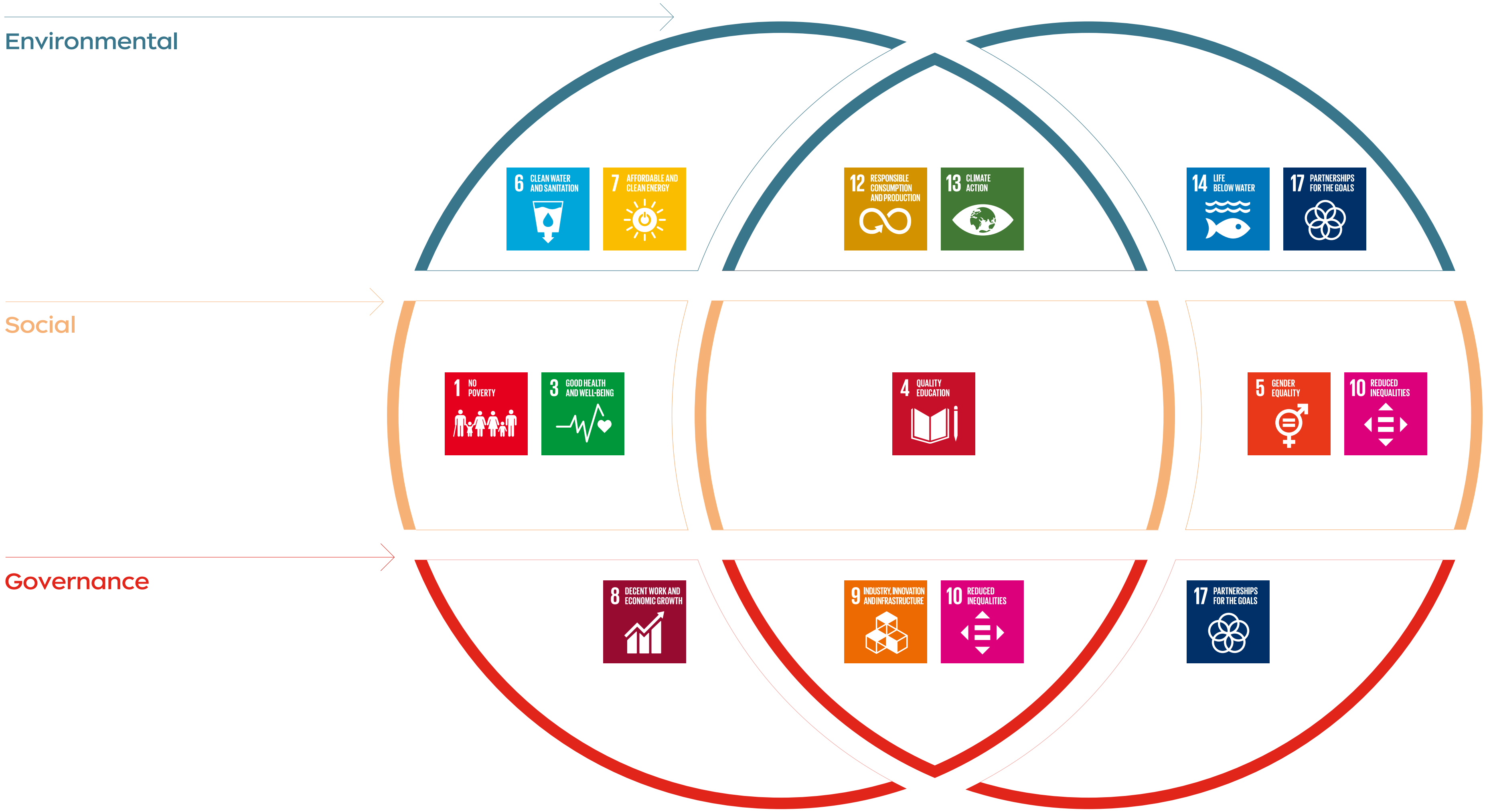
Indicators			Unit	2025	2024	2023
Product quality	Product recall of private brands	Times of product recalls	Time	0	0	0
		Total number of recalled products	Unit	0	0	0
		Percentage of total products sold or shipped that are subject to recall for safety and health reasons	%	0	0	0
		Costs from product recalls	RMB	0	0	0
Public welfare investment	Total charity donation		RMB million	75.085	68.9755	122.067
	Total hours of employee public welfare participation		Hour	28,549	28,490	27,800

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

Appendix 3 JD.com and the United Nations Sustainable Development Goals

The United Nations Global Compact (UNGC) was launched in 2000 by the Secretary-General of the United Nations and is the world's largest international organization dedicated to advancing corporate sustainability. Since joining in September 2021, JD.com has continuously upheld its responsibilities as a UNGC participant and is committed to aligning its operations and principles with the UNGC's Ten Principles. For more information on JD.com's Communication on Progress (CoP), please refer to the link .

JD.com's environmental, social and governance (ESG) initiatives include activities that directly and indirectly support the United Nations Sustainable Development Goals (SDGs).



Appendix 4 Assurance Statement

SGS

ASSURANCE STATEMENT

REPORT ON SUSTAINABILITY ACTIVITIES IN THE JD.COM, INC. ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT 2025

NATURE OF THE ASSURANCE/VERIFICATION

SGS-CSTC Standards Technical Services Co., Ltd. (hereinafter referred to as SGS-CSTC) was commissioned by JD.com, Inc. to conduct an independent assurance of the *JD.com, Inc. Environmental, Social and Governance Report 2025* (Chinese version) for the period of January 1, 2025 to December 31, 2025.

INTENDED USERS OF THIS ASSURANCE STATEMENT

This Assurance Statement is provided with the intention of informing all JD.com, Inc.'s Stakeholders.

RESPONSIBILITIES

The sustainability information in the *JD.com, Inc. Environmental, Social and Governance Report 2025* and its presentation are the responsibility of JD.com, Inc.'s ESG governance body and the management. SGS-CSTC has not been involved in the preparation of any of the material included in the *JD.com, Inc. Environmental, Social and Governance Report 2025*.

Our responsibility is to express an opinion on the text, data, graphs and statements within the scope of assurance based upon sufficient and appropriate objective evidence.

SGS-CSTC 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 assurance of this report has been conducted according to the AA1000 Assurance Standard (AA1000AS v3) , a standard used globally to provide assurance on sustainability-related information across organizations of all types, including the evaluation of the nature and extent to which an organization adheres to the AccountAbility Principles (AA1000AP, 2018).

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

Assurance Standard	Level of Assurance
AA1000AS v3 Type 2	Moderate

SCOPE OF ASSURANCE AND REPORTING CRITERIA

The scope of the assurance included evaluation of quality, accuracy and reliability of the specified performance information in the *JD.com, Inc. Environmental, Social and Governance Report 2025* and evaluation of adherence to the following reporting criteria:

Reporting Criteria
AA1000 AccountAbility Principles (2018)
Appendix C2 Environmental, Social and Governance Reporting Code of Listing Rules published by Hong Kong Exchanges and Clearing Limited (HKEX)
GRI Standards 2021 (With Reference to)

SUSTAINABILITY PERFORMANCE INFORMATION

Assurance has been performed on the materiality assessment process and the accuracy and reliability of sustainability performance information included in the *JD.com, Inc. Environmental, Social and Governance Report 2025*. The key performance data are as follows:

SGS

Environmental Performance	• Renewable energy consumption • Non-renewable energy consumption • Waste recovered/recycled • Waste landfilled • Waste incinerated • Waste otherwise disposed • Consumption of fresh water • Use of packaging materials- Plastic • Use of packaging materials- Paper • Use of packaging materials- Other categories
Social Performance	• Number of work-related fatalities • Lost Time Injury Frequency Rate (LTIFR) • Percentage of employees in LTIFR statistics • Total number of suppliers • Number of Tier-1 suppliers • Number of key Tier-1 suppliers • Number of suppliers undergoing corrective action processes • Number of suppliers reinstated as regular partners after effective implementation of corrective actions • Number of suppliers assessed • Number of suppliers rated as unqualified • Number of blacklisted suppliers

ASSURANCE METHODOLOGY

The assurance comprised a combination of pre-assurance research, interviews with relevant employees on-site at No. 18 Kechuang 11 Street, Beijing Economic-Technological Development Area, Beijing, P. R. China, including documentation and record review and validation where relevant. This assurance engagement was restricted to the group level of JD.com, Inc. and did not include traceability of all original data from subordinate institutions.

LIMITATIONS

Data drawn directly from independently audited financial accounts and intensity data calculated based on financial data has not been checked back to source as part of this assurance process.

The greenhouse gas emission related data in the *JD.com, Inc. Environmental, Social and Governance Report 2025* has been directly adopted from the independent third party verification data and has not been double verified in this audit.

This assurance engagement was limited to conducting interviews with departmental managers and selected employees of JD.com, Inc., in addition to reviewing relevant documents and records.

INDEPENDENCE AND COMPETENCE

The SGS Group of companies is the world leader in inspection, testing and certification, operating in multiple countries and providing services. As an affiliate of SGS Group, SGS-CSTC 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 work performed, we believe that the specified performance information included in the scope of assurance is accurate, reliable, has been fairly stated. The *JD.com, Inc. Environmental, Social and Governance Report 2025* has been prepared in accordance with the Four Principles of AA1000.

We believe that the organisation has chosen an appropriate level of assurance for this stage in their reporting.

ADHERENCE TO AA1000 ACCOUNTABILITY PRINCIPLES (2018)

INCLUSIVITY

The *JD.com, Inc. Environmental, Social and Governance Report 2025* has demonstrated that the organization identified its stakeholders, collected their expectations and concerns, established methods for stakeholder communication and engagement, and undertaken various forms of dialogue and interaction with them.

SGS

MATERIALITY

The *JD.com, Inc. Environmental, Social and Governance Report 2025* has reasonably disclosed significant issues and indicators that materially affect stakeholder evaluations and decisions, reflecting the organization's most significant impacts on economic, environmental, and social matters based on the concerns raised by relevant stakeholders.

RESPONSIVENESS

The *JD.com, Inc. Environmental, Social and Governance Report 2025* has demonstrated the established channels for stakeholder interaction and has fully addressed stakeholder concerns and expectations. Additionally, it has provided transparent responses on material issues to an appropriate extent.

IMPACT

The *JD.com, Inc. Environmental, Social and Governance Report 2025* has provided an account of the monitoring and measurement of the principal activities' impacts concerning environmental, social, and governance (ESG) issues.

QUALITY AND RELIABILITY OF SPECIFIED PERFORMANCE INFORMATION

On the basis of the methodology described and the verification work performed, we checked management documents, HR system data, receipts, minutes of meetings, ISO certifications, etc. We have confidence that the specified performance information included in the scope of assurance and certain content extending to 2026, is reliable at a moderate level of scrutiny for JD.com, Inc.

ADHERENCE TO GRI STANDARDS 2021

The assurance team concludes that the *JD.com, Inc. Environmental, Social and Governance Report 2025* has been prepared with reference to the requirements of GRI Standards 2021.

ADHERENCE TO APPENDIX C2 ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORTING CODE OF LISTING RULES PUBLISHED BY HKEX

The assurance team concludes that the *JD.com, Inc. Environmental, Social and Governance Report 2025* has been prepared in accordance with the requirements of Appendix C2 Environmental, Social and Governance Reporting Code of Listing Rules published by HKEX.

RECOMMENDATIONS

All observations pertaining to commendable practices, sustainable development activities, and managerial recommendations identified throughout the assurance process have been thoroughly communicated with 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

May. 6th, 2026
WWW.SGS.COM

AA1000
Licensed Report
000-8/V3-ITQZU

CN26/00003332

Appendix 5 GHGs Verification Statement

BUREAU VERITAS

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: 01/01/2025 to 31/12/2025

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: 2,636,078.04 tCO_2e
- Scope 2 Indirect GHG emissions from imported energy: 1,434,649.11 tCO_2e
- Scope 3 Other significant indirect GHG emissions: 8,644,512.75 tCO_2e
- Purchased goods and services
- Capital goods
- Fuel- and energy-related activities
- Upstream transportation and distribution
- Waste generated in operations
- Business travel
- Employee commuting
- Upstream leased assets

Total quantified emissions: 12,715,239.90 tCO_2e

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

Page 1 of 2

BUREAU VERITAS

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
Statement No.: EMICN100881A
Version No.: No.1

Verification date: 30/04/2026
Issue date: 29/04/2026

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.
To check this opinion validity please call: +86 10 59683663

Page 2 of 2

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.

Reporting Section		Laws and Regulations	Internal Policies
Responsible Governance	Corporate Governance	*Company Law of the People's Republic of China* *Securities Law of the People's Republic of China* *List Rules of the Hong Kong Stock Exchange (HKEX)* *Corporate Governance Code of the Hong Kong Stock Exchange (HKEX)* *Corporate Governance Code of the Nasdaq Stock Market* *E-Commerce Law of the People's Republic of China* *Advertisement Law of the People's Republic of China* *Food Safety Law of the People's Republic of China* *Law of the People's Republic of China on the Protection of Consumer Rights and Interests* *Anti-Monopoly Law of the People's Republic of China* *Anti-unfair Competition Law in People's Republic of China* *Cybersecurity Law of the People's Republic of China* *Data Security Law of the People's Republic of China* *Law of the People's Republic of China on Work Safety* *ESG Reporting Code from the Hong Kong Stock Exchange (HKEX)* *ESG Reporting Guide 2.0 from the Nasdaq Stock Market* *Personal Information Protection Law of the People's Republic of China*	*Independence Standards for Independent Directors* *JD.com's Policy on Board Diversity* *Constitution of the Nomination and Corporate Governance Committee* *Regulations of JD Group on Legal Risk Grading Management* *Contract Management System of JD Group* *Trade Secret Management Measures of JD Group* *Rules for Managing the Official Seal of JD Group* *Measures for the Administration of Qualification Certification of JD Group* *JD Group Anti-Corruption Regulations* *JINGDONG Logistics Safety Production Management System* *Constitution of the ESG Committee* *Regulations of JD Group on Legal Risk Grading Management* *Data and Privacy Security Management Regulation of JD Group* *JINGDONG Logistics Safety Production Management System*

Reporting Section		Laws and Regulations	Internal Policies
Responsible Governance	Business Responsibility	*Cybersecurity Law of the People's Republic of China* *Data Security Law of the People's Republic of China* *Personal Information Protection Law of the People's Republic of China* *Personal Information Protection Compliance Audit Management Measures* *Measures for the Administration of the Reporting of Cybersecurity Incidents* *Scientific and Technological Progress Law of the People's Republic of China* *Interim Measures for the Administration of Generative Artificial Intelligence Services* *Provisions on the Administration of Algorithm-generated Recommendations for Internet Information Services* *Patent Law of the People's Republic of China* *Trademark Law of the People's Republic of China* *Copyright Law of the People's Republic of China* *Provisions on the Prohibition of Monopoly Agreements* *Guidelines for the Review of Concentrations Between Non-Horizontally Related Undertakings*	*JD Group Anti-Corruption Regulations* *JD Group's Commitment to Anti-Corruption* *Code of Business Conduct and Ethics* *JD Group Integrity Reward Policy* *Anti-Commercial-Bribery Agreement* *Competition Compliance Manual* *JD Health Banquet Management System* *Integrity Cooperation Guidelines* *JD Group Whistle-blower Protection and Reward System* *JD Group Privacy Policy and Compliance Requirements* *JD Group Information Security Management Policy* *JD Group Supply Chain Security Management Specification* *JD Group Third-Party Partners Information Security Management Rules* *Application Development Security Lifecycle Management Regulation of JD.com* *Data and Privacy Security Management Regulation of JD Group* *Network Security Management Regulation of JD.com* *Data Classification and Grading Guide of JD Group* *Information Security Incident Grading Management Requirements of JD Group* *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* *Artificial Intelligence Governance Framework* *JD Group Information Security Management Policy*

Reporting Section		Laws and Regulations	Internal Policies
Green Future	Environmental Governance and Climate Change Responses	*Environmental Protection Law of the People's Republic of China* *Measures for the Administration of Voluntary Greenhouse Gas Emission Reduction Transactions*	*JD Group Environmental Management Policy*
Green Future	Green Operations	*Environmental Protection Law of the People's Republic of China* *Energy Conservation Law of the People's Republic of China* *Noise Pollution Prevention and Control Law of the People's Republic of China* *Water Law of the People's Republic of China* *Water Pollution Prevention and Control Law of the People's Republic of China* *Solid Waste Pollution Environmental Prevention and Control Law of the People's Republic of China* *Atmospheric Pollution Prevention and Control Law of the People's Republic of China* *The Circular Economy Promotion Law of the People's Republic of China* *Opinions on Accelerating the Establishment of Product Carbon Footprint Management System* *Wildlife Protection Law of the People's Republic of China* *Fisheries Law of the People's Republic of China* *Land Management Law of the People's Republic of China* *Forest Law of the People's Republic of China* *Regulation of the People's Republic of China on the Protection of New Plant Varieties* *Opinions on Accelerating the Construction of a Waste Recycling System* *Action Plan for the Application and Promotion of Recycled Materials*	*JD Group Vehicle Management Regulations* *JD Group Shuttle Bus Riding Management Regulations* *JD Group Business Vehicle Driver Management Regulations* *Regulations on Transportation Reimbursement Management of JD.com* *Used Carton Recycling Management System* *JINGDONG Logistics Packaging Material Quality Management System* *Outbound Packaging Standards for Tote Box Mode Products* *Regulations on the Management of Prohibited Commodities and Information on the JD's Open Platform*
Better Life	Human Orientation	*Labor Law of the People's Republic of China* *Universal Declaration of Human Rights* *International Labor Organization Conventions* *Labor Contract Law of the People's Republic of China* *Constitution of the All-China Federation of Trade Unions* *Trade Union Law of the People's Republic of China* *Law of the People's Republic of China on Prevention and Control of Occupational Diseases* *Law of the People's Republic of China on Work Safety*	*JD.com's Human Rights Policy* *JD Group Employee Handbook* *JD Group Management System for Preventing Sexual Harassment in the Workplace* *Collective Contract of JD Group* *Collective Contract of JINGDONG Logistics* *JD Group Occupational Health and Safety Management Policy* *Emergent Incident Handling Guidelines* *JD Group Honor and Incentive Management System* *JD Group Performance Management System*

Reporting Section		Laws and Regulations	Internal Policies
Better Life	Sustainable Supply Chain	*Food Safety Law of the People's Republic of China* *Product Quality Law of the People's Republic of China*	*Green Procurement Management* *Bidding and Procurement Business Management Rules* *Procurement Supplier Management Measures of JD Group* *Supplier Performance Evaluation Management Rules* *Rules for the Management of Supplier Quality and Performance Issues* *JD Group Supplier Code of Conduct* *Major Incident Operation Support Mechanism* *Anti-Commercial Bribery Agreement* *JD Group Procurement Supplier Management Measures*
Better Life	Serving Customers	*Advertisement Law of the People's Republic of China* *Law of the People's Republic of China on the Protection of Minors* *Regulation on the Protection of Minors in Cyberspace* *Measures for the Administration of Internet Advertising* *Law of the People's Republic of China on the Protection of Consumer Rights and Interests* *Law of the People's Republic of China on Protection of the Rights and Interests of the Elderly*	*Specification for Quality Risk Grading and Control of JD.com's Private Brands* *JD Group Marketplace Investment Qualification Standards* *Qualification Management Rules for JD* *Group Retail Business Suppliers* *General Principles of JD Group* *Marketplace Product Quality Inspection Sampling* *General Principles of JD Group Retail* *Business Supplier Product Quality Inspection Sampling* *JD Group Marketplace Merchant Violation Credit Management Rules* *JD Group Supplier Violation Management Rules* *JD Retail Counterfeit Accountability Rules Product Recall Control Procedure* *JD Industrials Recall and Withdrawal Management Procedure* *JD Group Marketplace Product Shelf-Life Rules* *JD Group Brand Management Regulations* *JD Group Marketplace Product Labeling Sampling Rules* *JD Group Retail Business Supplier Product Labeling Sampling Rules* *JD Group Advertising Audit Rules* *Guidelines for Customer Service and Experience Management of JD Group* *Customer Complaint Management Mechanisms for JD.com's Private Brands* *JD Now Platform Food Safety Incident Handling Guidelines* *Food Safety Self-Inspection Policy,* *Spot-Check and Monitoring Standards for Food Merchants' Operations* *Procedures for Preventing and Reporting Food Safety Violations* *Food Safety Complaint and Reporting Guidelines*
Better Life	Giving Back to Communities	*Charity Law of the People's Republic of China*	/

Appendix 7 Report Indicator Index

Reporting Section	HKEX ESG Index	GRI	SDGs
About This Report	Paragraph 5, Paragraph 11, Paragraph 14 and Paragraph 15	2-2, 2-3	
Message from Chairman of the Board	Paragraph 12	201-1	
Board Statement	Paragraph 10 and Paragraph 13	3-3	
About JD.com		2-1	
Responsible Governance			
Corporate Governance	Paragraph 7 and Paragraph 13	2-6, 2-9, 2-10, 2-11, 2-12, 2-13, 2-14, 2-16, 2-17, 2-18, 2-22, 2-23, 2-24, 2-25, 2-26, 2-27, 2-29, 3-1, 3-2, 3-3, 405-1	5, 16, 17
Business Responsibility	B6, B6.3, B6.5, B7, B7.1, B7.2, B7.3	205-1、205-2、205-3、206-1、416-1、418-1	9, 16, 17
Green Initiatives			
Environmental Governance and Climate Change Responses	Paragraph 13, A4, A4.1, Part D[33]	201-2、302-4、305-1、305-2、305-3、305-4、305-5	7, 9, 12, 13, 14, 15
Green Operations	A1, A1.1, A1.5, A1.6, A2, A2.3, A2.4, A3, A3.1	101, 302-1, 302-4, 303-1, 303-2, 306-1, 306-3, 306-4, 306-5	2, 6, 7, 9, 11, 12, 13, 14, 15, 17
Better Life			
Human Orientation	B1, B2, B2.3, B3, B4, B4.1, B4.2	2-7, 2-19, 2-20, 2-21, 2-30, 202-1, 401-1, 401-2, 401-3, 402-1, 403-1, 403-2, 403-3, 403-4, 403-5, 403-6, 403-7, 403-8, 403-9, 403-10, 404-1, 404-2, 404-3, 405-1, 405-2, 406-1, 407-1, 408-1, 409-1, 410-1	3, 4, 5, 8, 10
Sustainable Supply Chain	B5, B5.1, B5.2, B5.3, B5.4	2-8, 204-1, 308-1, 308-2, 409-1, 414-1, 414-2	3, 6, 9, 10, 11, 16, 17
Serving Consumers	B6, B6.1, B6.2, B6.4, B8, B8.1, B8.2	2-28, 416-1, 416-2, 417-1, 417-2, 417-3	3, 12, 16, 17
Giving Back to Communities	B8, B8.1, B8.2	203-1, 203-2, 413-1, 415-1	1, 2, 3, 4, 6, 9, 10, 11, 16, 17

Reporting Section	HKEX ESG Index	GRI	SDGs
Appendix			
Important Legal Disclaimer	Paragraph 11		
ESG Key Performance Tables	A1.1, A1.3, A1.4, A2.1, A2.2, A2.5, B1.1, B1.2, B2.1, B2.2, B3.1, B3.2, B5.1, B6.1, B7.2, B7.3, B8.2, Part D	2-7, 2-30, 302-1, 302-3, 303-3, 303-4, 303-5, 305-1, 305-2, 305-3, 305-4, 305-7, 306-3, 306-4, 306-5, 401-1, 403-9, 403-10, 404-1, 405-1, 416-2	6, 7, 12, 13
JD.com and the United Nations Sustainable Development Goals		2-23, 2-24, 2-28	5, 17
Assurance Statement	Paragraph 9	2-5	
GHGs Verification Statement	Paragraph 9	2-5	
ESG Policy List	A1, A2, A3, A4, B1, B2, B3, B4, B5, B6, B7, B8	2-23, 2-24, 2-27	

[33] D30-32: Given that the data quality of the current business systems is not yet sufficiently mature, quantitatively assessing the amount and percentage of assets or business activities vulnerable to climate-related risks and opportunities and capital deployment at this stage would involve undue cost or effort. Accordingly, the Group has applied the relief provisions relating to undue cost or effort and has not made quantitative disclosures for the time being.

D40(e): During the reporting year, the Group did not purchase carbon credits.

京东