

Hong Kong Exchanges and Clearing Limited and The Stock Exchange of Hong Kong Limited (“**Hong Kong Stock Exchange**”) take no responsibility for the contents of this announcement, make no representation as to its accuracy or completeness and expressly disclaim any liability whatsoever for any loss howsoever arising from or in reliance upon the whole or any part of the contents of this announcement.



**JD Logistics, Inc.**  
**京东物流股份有限公司**

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

(Stock Code: 2618)

**ANNUAL RESULTS ANNOUNCEMENT**  
**FOR THE YEAR ENDED DECEMBER 31, 2024**

The board (the “**Board**”) of directors (the “**Directors**”) of JD Logistics, Inc. (the “**Company**” or “**JD Logistics**”) is pleased to announce the audited consolidated results of the Company, its subsidiaries and consolidated affiliated entities (collectively, the “**Group**”) for the year ended December 31, 2024. These annual results have been reviewed by the audit committee of the Company (the “**Audit Committee**”).

In this announcement, “we”, “us”, and “our” refer to the Company and where the context otherwise requires, the Group. In addition, “**JD Group**” refers to JD.com, Inc. (NASDAQ: JD; HKEX: 9618 (HKD counter) and 89618 (RMB counter)) and its subsidiaries, including JD Health International Inc. (HKEX: 6618 (HKD counter) and 86618 (RMB counter)), and its consolidated affiliated entities, excluding the Group. Any discrepancies in percentage ratios are due to rounding.

**FINANCIAL HIGHLIGHTS**

	<b>Unaudited</b>		
	<b>Three months ended December 31,</b>		<b>Year-over-year</b>
	<b>2024</b>	<b>2023</b>	<b>change</b>
	<i>(RMB in thousands, except for percentages)</i>		
Revenue	<b>52,097,209</b>	47,200,757	10.4%
Gross profit	<b>5,016,831</b>	4,352,806	15.3%
Profit before income tax	<b>2,201,049</b>	1,409,469	56.2%
Profit for the period	<b>2,075,405</b>	1,241,769	67.1%
Non-IFRS profit for the period <sup>(1)</sup>	<b>2,226,005</b>	1,803,595	23.4%
<i>Non-IFRS profit margin for the period<sup>(1)</sup></i>	<b>4.3%</b>	3.8%	<i>0.5 percentage points</i>
Non-IFRS EBITDA for the period <sup>(1)</sup>	<b>5,333,572</b>	4,970,796	7.3%
<i>Non-IFRS EBITDA margin for the period<sup>(1)</sup></i>	<b>10.2%</b>	10.5%	<i>(0.3) percentage points</i>

	<b>Year ended December 31,</b>		<b>Year-over-year</b>
	<b>2024</b>	<b>2023</b>	<b>change</b>
	<i>(RMB in thousands, except for percentages)</i>		
Revenue	<b>182,837,584</b>	166,624,712	9.7%
Gross profit	<b>18,698,413</b>	12,683,157	47.4%
Profit before income tax	<b>7,715,683</b>	1,618,912	376.6%
Profit for the year	<b>7,087,553</b>	1,167,195	507.2%
Non-IFRS profit for the year <sup>(1)</sup>	<b>7,916,774</b>	2,760,844	186.8%
<i>Non-IFRS profit margin for the year<sup>(1)</sup></i>	<b>4.3%</b>	1.7%	<i>2.7 percentage points</i>
Non-IFRS EBITDA for the year <sup>(1)</sup>	<b>20,343,145</b>	14,605,753	39.3%
<i>Non-IFRS EBITDA margin for the year<sup>(1)</sup></i>	<b>11.1%</b>	8.8%	<i>2.4 percentage points</i>

(1) See the section headed “Non-IFRS Measures” for more information about the non-IFRS measures.

The Board did not recommend the distribution of a final dividend for the year ended December 31, 2024.

## CEO STATEMENT

**Dear shareholders,**

In 2024, China’s economy maintained an overall steady and progressive trajectory with clear trends of stabilization and recovery. Amid new market opportunities and challenges, JD Logistics, with the mission to “drive superior efficiency and sustainability for global supply chain through technology”, adhered to our “customer-first” approach and continued to cultivate our primary business in the integrated supply chain services market. Leveraging our comprehensive network coverage, solid digital and intelligence capabilities, and in-depth industry insights, we continuously reinforced our competitiveness in service products and offered a full spectrum of integrated supply chain solutions and high-quality logistics services to our customers, empowering their high-quality development. In 2024, our total revenue reached RMB182.8 billion, increasing by 9.7% year-over-year. Revenue from external customers increased by 9.6% year-over-year to RMB127.8 billion, accounting for nearly 70% of total revenue.

Reducing social logistics costs has been a long-term development goal of JD Logistics since inception. We have actively responded to the national call for efficiently reducing overall social logistics costs and have consistently adhered to the core operational philosophy of “placing products as close as possible to consumers, reducing handling frequency and minimizing fulfillment distance”. Through continuous infrastructure enhancement across supply chains, technology-driven operational innovations, and refinement in operations and management, we have helped many corporate customers across various industries achieve their goals of cost reduction and efficiency enhancement, while propelling our own operational efficiency and profitability to new levels. In 2024, our non-IFRS profit reached RMB7.9 billion, representing a year-over-year increase of 186.8%, and our non-IFRS profit margin was 4.3%, the highest in both profit and profit margin since our listing.

In 2024, we launched our services on Taobao and Tmall platforms, essentially covering mainstream e-commerce platforms in China, which enabled us to offer online-and-offline, omni-channel, integrated supply chain solutions to more customers. Building on our focus on industries such as fast-moving consumer goods (“**FMCG**”), home appliances and home furniture, 3C, apparel, automotive and fresh produce, we continued to enhance our industry-specific services and solutions. These include innovations such as “integrated forward-and-reverse logistics”, “reverse refurbishment”, and “integrated delivery and installation”. Through our differentiated and high-standard service capabilities, we have helped our customers effectively enhance their operational efficiency and end-user experience. This has also garnered greater recognition for our integrated supply chain services from more customers. In 2024, the number of our external integrated supply chain customers increased to 80,703, a year-over-year increase of 8.0%. The average revenue per customer (“**ARPC**”) of our external integrated supply chain customers amounted to RMB400 thousand.

Amid global supply chain restructuring and the major trend of Chinese enterprises entering overseas markets, we are actively expanding our overseas integrated supply chain business and accelerating our “Global Smart Supply Chain Network” plan. By establishing a global supply chain network with overseas warehousing capabilities at its core, we are providing high-quality, efficient, and comprehensive integrated supply chain services to an increasing number of Chinese go-global brands, overseas customers, and cross-border e-commerce platforms.

Meanwhile, we continued to strengthen our delivery timeliness and customer experience. As of December 31, 2024, JD Airlines had 9 self-operated all-cargo airplanes in regular operation. In addition, our investments in belly capacity and land transportation routes have also enhanced our service capabilities and market competitiveness. The coverage of our high-timeliness routes has expanded, providing reliable logistics support for deliveries of fresh produce. In 2024, for delivery services of high-value fresh produce categories, such as hairy crabs, beef, lamb, and cherries, we leveraged the synergy between our air cargo and warehouse networks to enhance interregional logistics timeliness, enabling more regional specialties to be delivered to consumers as fast as possible and in the best condition. In Hong Kong and Macau, through distinctive services such as nighttime pickups and deliveries, as well as intra-city deliveries within as fast as 4 hours, we have significantly elevated the local online shopping and delivery experience, driving rapid growth in our Hong Kong and Macau business.

While actively driving business growth, we have consistently advanced green development across all stages of our operations, including warehousing, transportation and packaging, through ongoing technological innovation and logistics infrastructure upgrade. In 2024, our score in the S&P Global Corporate Sustainability Assessment further improved, ranking among the top in the industry globally. Recently, we were selected for the S&P Global Sustainability Yearbook 2025.

## **Appreciation**

On behalf of the Board, I would like to express sincere gratitude to all our employees, customers and business partners, as well as my heartfelt thanks to our shareholders and stakeholders for their consistent support and trust. Looking ahead to 2025, JD Logistics will remain committed to undertaking substantive, valuable, and long-term actions. Guided by our mission of being “technology-driven”, we will continue to focus on our core strength in integrated supply chain solutions. By actively embracing innovation and deeply integrating with the real economy, we aim to further contribute to reducing social logistics costs and advancing sustainable development.

**Wei Hu**

*Executive Director and CEO*

March 6, 2025

## BUSINESS REVIEW

As a leading technology-driven supply chain solutions and logistics services provider, with the mission to “drive superior efficiency and sustainability for global supply chain through technology”, we adhered to our “customer-first” approach and continued to cultivate our primary business in the integrated supply chain services market, constantly creating value through our trusted supply chain services. Leveraging our comprehensive supply chain network coverage, continually strengthening digital and intelligence capabilities, and in-depth industry insights, we offer a full spectrum of integrated supply chain solutions and high-quality logistics services covering various industries to customers and consumers, to help customers reduce costs and enhance efficiency.

In 2024, China’s economy maintained a steady and progressive trajectory, especially in the fourth quarter, as macroeconomic policies worked in concert to continuously unleash positive effects, leading to steady upward momentum in economic activities. We remained dedicated to reducing costs, enhancing efficiency, and improving customer experience, continuously reinforcing our core competitive advantage in integrated supply chain solutions and services and strengthening delivery timeliness, thereby driving high-quality growth. In 2024, our total revenue reached RMB182.8 billion, increasing by 9.7% year-over-year. Revenue from external customers increased by 9.6% year-over-year to RMB127.8 billion, accounting for nearly 70% of total revenue.

We remain committed to our long-term development goal of reducing national social logistics costs and have actively responded to the national call for reducing overall social logistics costs. Through continuous infrastructure enhancement across supply chains, technology-driven operational innovations, and refinement in operations and management, we have helped many corporate customers across various industries achieve their goals of cost reduction and efficiency enhancement. This also propelled our own operational efficiency and profitability to new levels. In 2024, our non-IFRS profit reached RMB7.9 billion, representing a year-over-year increase of 186.8%, and our non-IFRS profit margin was 4.3%, the highest in both profit and profit margin since our listing.

We continued to promote the broad application of integrated supply chain solutions and high-quality logistics services, to help customers across a wide range of industries effectively improve operational efficiency, reduce operating costs and elevate customer experience. In the process of serving more customers, we have also accumulated valuable experience, continuously reinforcing our service capabilities.

We provide industry-specific integrated supply chain solutions and service products for customers in FMCG, home appliances and home furniture, 3C, apparel, automotive, fresh produce, and other industries. In 2024, revenue from integrated supply chain customers reached RMB87.4 billion, of which RMB32.3 billion was from external customers, maintaining a stable growth trend. The number of our external integrated supply chain customers amounted to 80,703, a year-over-year increase of 8.0%. The ARPC of our external integrated supply chain customers amounted to RMB400 thousand.

In October 2024, we launched our services on Taobao and Tmall platforms, which has enabled us to further leverage our advantages in integrated supply chain. We provide online-and-offline, omni-channel supply chain solutions to customers in various industries, such as FMCG, home appliances

and furniture, and apparel. Through initiatives including optimizing inventory management and elevating resources allocation efficiency, we have helped our customers achieve goals of cost reduction and efficiency improvement.

In overseas markets, we have strategically developed our overseas warehousing through our “Global Smart Supply Chain Network” plan. As of December 31, 2024, we operated over 100 bonded warehouses, international direct distribution warehouses and overseas warehouses, covering an aggregate gross floor area (“GFA”) of over 1 million square meters. Our overseas warehouses now cover 19 countries and regions worldwide. With years of accumulated warehousing operation experience and integrated supply chain capabilities, in 2024, we strengthened our cooperation with Chinese go-global brand customers, overseas customers, and cross-border e-commerce platforms. Our revenue from overseas integrated supply chain logistics services has maintained a strong growth trend.

While making progress in our business, we have remained guided by our core value of “customer-first”. As a result, we have received widespread recognition from customers and consumers for our professional and reliable services. JD Logistics remains dedicated to offering professional services such as to-door delivery and on-demand pickup and delivery, continuously enhancing the quality of express delivery services and setting industry standards for service excellence. According to survey results published by the State Post Bureau of the People’s Republic of China, our express delivery services have consistently maintained best-in-class customer satisfaction ratings.

Firmly committed to innovation and investment in technologies, we strive to thoroughly integrate cutting-edge scientific breakthroughs with diverse business scenarios. Through service automation, operational digitalization and decision-making intelligentization, we continually seek solutions that strike a balance between cost and efficiency while optimizing user experience.

Meanwhile, we continued to strengthen our logistics infrastructure. As of December 31, 2024, we operated more than 1,600 warehouses, approximately 19,000 delivery stations and service outlets, and employed over 370,000 in-house delivery and operation personnel.

### **Integrated Supply Chain Logistics Solutions and Services**

We provide supply chain management services to our customers. Leveraging the in-depth industry insights and robust service capabilities accumulated over the long term, we are well-positioned to meet the diverse needs of customers across various sectors, helping them optimize inventory management, streamline internal resource allocation, and reduce operating costs. By delivering cost reductions and efficiency improvements across the board, we empower our customers to make fast business decisions in a rapidly changing business environment.

In 2024, our revenue from integrated supply chain customers reached RMB87.4 billion, of which RMB32.3 billion was from external customers, maintaining a stable growth trend. The number of our external integrated supply chain customers amounted to 80,703, a year-over-year increase of 8.0%. The ARPC of our external integrated supply chain customers amounted to RMB400 thousand.

We provide industry-specific integrated supply chain solutions and service products for customers in FMCG, home appliances and home furniture, 3C, apparel, automotive, fresh produce, and other industries. In the face of the constantly evolving business landscape and consumer market, we remained focused on “cost, efficiency and experience”. We continuously enhance our industry-specific service capabilities, upgrade our supply chain offerings, and provide products and solutions tailored to the unique needs of customers across different industries based on their specific characteristics.

In the home appliance industry, we not only provided post-return quality inspection and integrated forward-and-reverse logistics services for large appliances, but also replicated and extended such capabilities for small and medium-sized appliances. In 2024, we offered reverse refurbishment services to a leading Chinese small appliance brand. With the upgrade of return policies and after-sales services on the e-commerce platforms leading to rising return rates, our customers are facing issues such as long return processes, high costs for reverse logistics, and extended turnover times. To address these customer pain points and needs, we developed a solution centered around “post-return quality inspection and refurbishment, restocking in nearby warehouses”, which has enabled our customers to significantly reduce handling frequency and minimize fulfillment distance, improving inventory turnover and reducing reverse logistics costs.

In the FMCG industry, we have essentially served the mainstream e-commerce platforms in China, allowing us to further leverage our strengths in integrated supply chain solutions and logistics services to empower more customers with omni-channel integrated supply chain services and inventory sharing across multiple platforms. In 2024, we significantly expanded our partnership with a globally renowned consumer goods brand. As the first Chinese supply chain solutions and logistics provider to work with this brand, we took on their entire supply chain operations in China and implemented a fully integrated, omni-channel supply chain service model across online and offline sales. To address the brand’s pain points in managing multiple business scenarios and product categories, we introduced our “BC multi-scenario, full-category co-warehousing” integrated service. This breakthrough innovation helped our customer not only optimize inventory management and effectively reduce inventory turnover days, but also lower costs and enhance efficiency. Additionally, it improved the end-customer experience, boosting the brand’s store ratings across diverse platforms and facilitating its positive business growth.

While steadily strengthening our leadership in China’s integrated supply chain market, we have also actively expanded our integrated supply chain operations overseas. Through our “Global Smart Supply Chain Network” plan, we have strategically developed our overseas warehousing, fully leveraging years of accumulated expertise in warehousing operations and integrated supply chain capabilities, to deliver high-quality, efficient, and comprehensive integrated supply chain solutions for Chinese go-global brands, overseas customers, and cross-border e-commerce platforms. In the fourth quarter of 2024, we opened a new overseas warehouse in Japan and doubled the GFA of our overseas warehouse in Malaysia, further enhancing our regional service capabilities. As of December 31, 2024, our overseas warehouses now cover 19 countries and regions worldwide. With the growing trend of Chinese enterprises going global, we continued to expand our overseas footprint, and our revenue from overseas integrated supply chain logistics services has maintained a strong growth trend.

In terms of business development, in 2024, we further broadened our collaboration with a leading Chinese cross-border e-commerce platform. Geographically, we extended our partnership to multiple global regions. Meanwhile, with overseas warehousing as the core, we also expanded the scope of our collaboration into more business scenarios such as cross-border business.

In addition, in 2024, we provided a Chinese automotive brand expanding overseas with full-process automotive spare parts supply chain services covering “domestic factory pickups, ocean freight export, customs clearance at the port of destination, and overseas inbound and warehousing and distribution services”. This service offering has successfully created a new model for Chinese automotive brands spare parts going global, effectively shortening the procurement cycle and delivery time for overseas distributors and reducing their operational burden. It also provides efficient logistics support for Chinese automotive brands venturing into global markets.

Benefiting from our continuously strengthened underlying capabilities and elevated customer experience, we have deepened the scope of business cooperation with numerous overseas merchants and e-commerce platforms. We have provided integrated warehousing and distribution logistics services to overseas customers in the United States, the United Kingdom, France, Germany, the Netherlands, Spain, Australia, the United Arab Emirates, Malaysia and Japan, among other countries, earning their trust and recognition.

### **Other customers**

In 2024, our revenue from other customers, primarily including express and freight delivery services, increased by 12.1% year-over-year to RMB95.5 billion. While improving our integrated supply chain logistics solutions and services capabilities, we continually elevate customer experience and satisfaction. This ensures that our standardized products, such as express delivery and freight delivery services, comprehensively represent the highest industry standards in terms of quality, reliability and convenience.

We have been continuously strengthening our timeliness capabilities. As of December 31, 2024, JD Airlines has 9 self-operated all-cargo airplanes in regular operation. In addition, our investments in belly capacity and land transportation routes have also enhanced our service capabilities and market competitiveness. The coverage of our high-timeliness routes has expanded, addressing the growing customer demand for efficient logistics support and fueling substantial business growth.

In terms of express delivery services, in 2024, we actively took measures to enhance our service capabilities for deliveries of high-value fresh produce categories such as hairy crabs, beef, lamb, and cherries. We deepened our presence at production zones, implementing initiatives such as direct shipments from production zones, increased investment in aviation resources and packaging upgrades. We also leveraged the synergy between our air cargo and warehouse networks to enhance interregional logistics timeliness, enabling more regional specialties to be delivered to consumers as fast as possible and in the best condition.



In Hong Kong and Macau, we have consistently elevated service levels and customer experiences. JD Express offers seamless to-door delivery in Hong Kong and Macau, and through distinctive services such as nighttime pickups and deliveries, as well as intra-city deliveries within as fast as 4 hours, we have significantly elevated the local online shopping and delivery experience, driving rapid growth in our express delivery order volume across Hong Kong and Macau.

In terms of the freight delivery business, with the consolidation of Deppon Logistics Co., Ltd. (“**Deppon Logistics**”) and Kuayue-Express Group Co., LTD. (“**Kuayue Express**”), we rank among the top tier in China in terms of scale of freight delivery services. Regarding business development, we have focused on the industry-specific characteristics and refined our transportation solutions to provide customers with stable, reliable, and flexible products of freight delivery. This has enabled us to achieve business growth and expand our market share in various niche markets. For example, in 2024, in the high-value sectors such as communications and industrial goods, we leveraged our extensive transportation resources and capabilities of robust systems-based transportation route configuration to offer our customers freight delivery services with the highest level of timeliness, such as “24-hour dedicated vehicle pick-up and delivery”. At the same time, we took the lead in the industry by achieving full visibility of the entire process, including pick-up, transfer, transportation and delivery. This allowed our customers to monitor various scenarios such as on-site operations and in-transit transportation in real time through the system terminal, meeting customers’ stringent requirements for timeliness and security, and effectively helping them deliver goods safely within the required time limit, and reduce the damage rates and loss rates.

In December 2024, we announced our plan to acquire the remaining 36.43% equity interest in Kuayue Express, bringing our total ownership to 100%. This will enable us to better integrate our resources, leverage complementary strengths, improve management and operational efficiency, and reduce costs, elevating JD Logistics’ overall competitiveness in the freight delivery service industry.

## **Logistics Technology**

Technological innovation has always been our priority. We are committed to seamlessly and naturally integrating innovative technology-based services into diverse scenarios and exploring pioneering technologies through our digital, intelligent hardware and software-integrated logistics technology products and solutions, to foster cost reductions, efficiency enhancements and industry upgrades, ultimately promoting the industry’s high-quality development. Currently, through critical technologies such as digital twinning and artificial intelligence, we have developed product portfolios including logistics technology software and hardware covering the entire supply chain process and built technical service capabilities covering the full spectrum of supply chain scenarios.

In 2024, we upgraded our digital and intelligent supply chain technology ecosystem with “JD Logistics Super Brain”, deeply integrating digital and intelligent technologies including artificial intelligence (AI), big data, and operations research with diverse logistics processes. To drive end-to-end supply chain cost reduction and efficiency enhancement, we have integrated intelligent applications across every stage of the supply chain, from planning, warehousing, and transportation to delivery. While enhancing JD Logistics’ operational efficiency and business operation quality, this initiative also empowers our customers and the broader industry to achieve greater cost reductions and efficiency improvements.

In smart warehousing, JD Logistics Super Brain integrates advanced technologies and synergizes hardware and software to fully automate processes such as storage, picking, packaging, and sorting. In the storage stage, JD Logistics Super Brain dynamically optimizes slot layouts based on sales forecasts. This promotes intelligent storage, warehouse network deployment optimization, and pre-packaging in quick-ship warehouses, meaningfully improving storage efficiency. In the picking phase, our picking teams work closely with logistics robots and follow system instructions to execute tasks swiftly and accurately, achieving a high degree of automation. In the packaging process, intelligent material recommendation technology based on multi-objective optimization algorithms accurately matches packaging materials and specifications for different types of products, factoring in packaging costs, transportation efficiency, and environmental sustainability. During sorting, smart bundling technology determines sorting paths based on parcel flow and timeliness requirements, enhancing sorting efficiency. Within the transportation network, JD Logistics Super Brain leverages our proprietary distributed simulation technology to perform digital twin simulations of hundred-million-level order network routes with minute-level precision, processing millions of data points within minutes. Leveraging algorithms like freight forecasting, dynamic routing, and intelligent scheduling, the system dynamically adjusts transportation resources and optimizes transportation routes, effectively reducing transportation costs and improving efficiency. For last-mile delivery, JD Logistics Super Brain integrates mapping and route planning technology, considering regional factors, order distribution, and delivery team availability to intelligently plan station locations and delivery coverage. It also optimizes routes for our delivery team, ensuring prompt and accurate delivery.

We took the lead in applying logistics large models to dozens of scenarios such as abnormal control, process automation, and intelligent interaction, proactively identifying and preventing irregularities, improving workforce productivity, and consistently empowering hundreds of thousands of frontline employees.

In 2024, we successfully launched and deployed our newly self-developed “JINGDONG Logistics Zhilang” (“**Zhilang**”) Goods-to-Person (GTP) automated warehousing solution. With its core strengths of being “three-dimensional, intelligent, and user-friendly”, the Zhilang GTP solution integrates core components such as Zhilang handling automated guided vehicles (AGV), Zhilang lifting robots, and three-dimensional shelving systems. It is also equipped with auxiliary facilities such as automated inbound and picking workstations and empty box return lines, together forming an efficient and intelligent logistics solution.

“Zhilang” features a three-dimensional design, utilizing space to its fullest potential and achieving high-density storage in warehouses with a clear height up to 12 meters to maximize storage space. It facilitates automated inbound, shelving, picking, and outbound processes. Compared to the traditional approach, “Zhilang” significantly increased picking and inbound efficiency, not only reducing employee workload, but also significantly enhancing warehouse operation efficiency and reducing operating costs.

As of December 31, 2024, we had received authorization for over 5,000 patents and software, among which more than 3,000 are related to automation technology and unmanned technology.

## **Logistics Infrastructure and Networks**

We own six highly synergized networks, including our warehouse network, line-haul transportation network, last-mile delivery network, bulky item logistics network, cold chain logistics network and cross-border logistics network. Together, they constitute the cornerstone of our high-quality supply chain solutions and logistics services.

### ***Warehouse network***

Our nationwide warehouse network is one of the largest in China and serves as a critical component of our integrated supply chain solutions and logistics services.

As of December 31, 2024, our warehouse network covered nearly all counties and districts in China, consisting of over 1,600 self-operated warehouses and over 2,000 third-party warehouse owner-operated cloud warehouses under our Open Warehouse Platform. Our warehouse network has an aggregate GFA of more than 32 million square meters, including warehouse space managed through the Open Warehouse Platform.

We harness the power of technology to enhance the operational efficiency of our warehouse network. One notable example is our Asia No. 1 smart industrial parks, which also demonstrate our industry-leading technological innovations and high technology standards. As of December 31, 2024, we operated 45 Asia No. 1 smart industrial parks in 30 cities across China.

In addition, we have established collaborations with numerous cloud warehouses under our Open Warehouse Platform to form a stronger ecosystem with continuously upgraded system capabilities and enhanced operational stability. This will help enrich our integrated supply chain logistics product portfolio to meet the needs of diverse customers and ultimately facilitate their cost reductions and efficiency improvements.

### ***Line-haul transportation network***

Our line-haul transportation network includes various modes of transportation, such as land, air, maritime, and multimodal transportation. By leveraging cutting-edge technologies such as algorithmic models, we evaluate the cost, efficiency, and timeliness of various transportation modes, including road, air, rail, and multimodal transportation. Additionally, we flexibly adjust our transportation strategies based on real-time market dynamics and transportation demands, achieving intelligent management of the end-to-end logistics chain and route optimization.

As of December 31, 2024, we had a self-operated fleet of over 50,000 vehicles, with new energy vehicles deployed in multiple cities nationwide.

As of December 31, 2024, JD Airlines has 9 self-operated all-cargo airplanes in regular operation and has newly launched “Shenzhen, China — Kuala Lumpur, Malaysia”, “Wuxi, China — Incheon, South Korea” and “Ezhou, China — Bangkok, Thailand” round-trip international cargo routes. In addition, we covered more than 2,000 air cargo routes through cooperation with partners. In December 2024, JD Airlines officially became a member of the International Air Transport

Association (IATA), marking an enhancement of its service capabilities in the global air cargo sector and laying a solid foundation for future international business expansion.

As of December 31, 2024, we covered more than 600 railway routes through strategic partnerships. In 2024, we partnered with China Railway Express to officially take charge of their high-speed rail express parcel delivery service nationwide. Through resource integration, enhanced delivery efficiency, and optimized cost structure, we have jointly driven significant improvements in high-speed rail parcel delivery, marking an innovative breakthrough in logistics cooperation.

### ***Last-mile delivery network***

Our last-mile delivery network primarily consists of our in-house delivery personnel, delivery stations, service outlets, service stations and self-service lockers. They enable us to provide best-in-class last-mile delivery services, which are critical in improving end-customer satisfaction and strengthening our brand image.

As of December 31, 2024, we employed over 370,000 in-house delivery and operation personnel and operated approximately 19,000 delivery stations and service outlets, covering more than 300 prefecture-level administrative regions in 33 provinces, autonomous regions, municipalities, and special administrative regions in China. The vast majority of our delivery stations and service outlets are self-operated to ensure top-quality services.

### ***Bulky item logistics network***

Our bulky item logistics network, comprised of to-warehouse transportation, inter-warehouse transfers, multi-level warehouses, to-door delivery, value-added installation, and after-sales service capabilities, ensures that we provide a compelling experience by offering one-stop delivery and installation services to consumers.

As of December 31, 2024, we had over 200 warehouses with bulky- and heavy-item storage capabilities and more than 200 sorting centers, with an aggregate GFA of over 4 million square meters.

For lower-tier cities with growing e-commerce penetration, we leverage the resources of our network partners under the Jing Dong Bang (京東幫) brand to expand our network coverage. As of December 31, 2024, we utilized approximately 1,800 bulky item delivery and installation stations under Jing Dong Bang (京東幫).

### ***Cold chain logistics network***

As of December 31, 2024, we operated approximately 60 temperature-controlled cold storage warehouses designated for fresh, frozen and refrigerated products with an operation area of approximately 400,000 square meters. In addition, as of December 31, 2024, we operated more than 40 warehouses designated for pharmaceuticals and medical devices with an operation area of over 400,000 square meters.

To meet the special requirements of cold chain transportation, we have enhanced capabilities of our cold chain network and implemented measures such as specialized packaging design and optimized solution for packaging materials, while strengthening our delivery timeliness, to ensure the timely fulfillment and delivery of categories like fresh produce and pharmaceuticals.

### ***Cross-border logistics network***

As of December 31, 2024, we operated over 100 bonded warehouses, international direct distribution warehouses and overseas warehouses, covering an aggregate GFA of over 1 million square meters. Our overseas warehouses now cover 19 countries and regions worldwide.

Leveraging our domestic warehousing operation experience, we have strategically developed our overseas warehousing through our “Global Smart Supply Chain Network” plan. We help Chinese manufacturers and other Chinese brands enter overseas markets through our one-stop services, driven by the application of advanced automation equipment, upgrading of inventory management systems, and optimization of operational processes. We also provide global customers with high-quality, efficient, comprehensive, integrated supply chain solutions. We have established overseas warehouses worldwide, including in the United States, the United Kingdom, France, Germany, the Netherlands, Spain, Australia, the United Arab Emirates, Malaysia and Japan. Meanwhile, with overseas warehousing capabilities as the core, we continue to construct our comprehensive global supply chain logistics network encompassing overseas warehouse networks, international transit hubs, local transportation and delivery networks in overseas countries, and cross-border trunk transportation networks to provide services to more customers.

### **Corporate Social Responsibility**

JD Logistics has always fulfilled our social responsibilities by fully leveraging our advantages in integrated supply chain logistics services and exporting the supply chain logistics capabilities we have cultivated over the years, thereby promoting high-quality supply chain development for society as a whole.

We remain steadfast in our commitment to providing our employees with work that is dignified, fulfilling, and rewarding. As of December 31, 2024, over 1,200 frontline employees from across China have retired honorably from JD Logistics, including roles such as delivery personnel, sorters, and freight drivers. These retirees have now enjoyed comprehensive retirement benefits including elderly care, medical treatment, and injury compensation, and headed to post-career lives with safeguards.

Leveraging our integrated supply chain network and efficient transportation capabilities, we have actively participated in disaster rescue and emergency support. Over the past year, when Hunan, Liaoning, and other regions were impacted by floods, and a 6.8-magnitude earthquake struck Dingri County in Shigatse City, Tibet, in response, we quickly initiated emergency rescue operations, promptly coordinated transportation fleets and mobilized resources from warehouses near the disaster areas, and delivered essential supplies in the safest and fastest manner possible, helping stabilize affected communities and facilitated their recovery from the disaster.

We have actively promoted end-to-end green transformation of supply chain, continuously innovating and exploring in all aspects of our operations, including warehousing, transportation, and packaging materials. By applying AI algorithms to enhance efficiency, utilizing clean energy and transportation equipment, and recycling packaging materials, we have pioneered an industry-leading model for green logistics supply chain development.

In 2024, our score in the S&P Global Corporate Sustainability Assessment further improved, ranking among the top in the global industry. Recently, we were included in the S&P Global Sustainability Yearbook 2025.

Driven by our unwavering commitment and unremitting efforts to create more jobs and contribute to the society, JD Logistics' total expenditure for human resources, including both our own employees and external personnel who work for JD Logistics, amounted to RMB89.2 billion for the year ended December 31, 2024.

Going forward, we will continue to strengthen our integrated supply chain logistics capabilities by solidifying our logistics infrastructure, supply chain technology and business insights. Meanwhile, with our deep roots in the real economy, we will actively fulfill our social responsibilities, reduce social logistics costs and propel high-quality industrial economic development, consistently creating value for our customers, the industry, and society.

# MANAGEMENT DISCUSSION AND ANALYSIS

## Three Months Ended December 31, 2024 Compared to Three Months Ended December 31, 2023

The following table sets forth the comparative figures for the three months ended December 31, 2024 and 2023, respectively:

	<b>Unaudited</b>	
	<b>Three months ended December 31,</b>	
	<b>2024</b>	<b>2023</b>
	<i><b>RMB'000</b></i>	<i><b>RMB'000</b></i>
Revenue	<b>52,097,209</b>	47,200,757
Cost of revenue	<b>(47,080,378)</b>	(42,847,951)
<b>Gross profit</b>	<b>5,016,831</b>	4,352,806
Selling and marketing expenses	<b>(1,515,377)</b>	(1,290,803)
Research and development expenses	<b>(915,379)</b>	(880,135)
General and administrative expenses	<b>(816,487)</b>	(868,646)
Others, net <sup>(1)</sup>	<b>431,461</b>	96,247
<b>Profit before income tax</b>	<b>2,201,049</b>	1,409,469
Income tax expense	<b>(125,644)</b>	(167,700)
<b>Profit for the period</b>	<b>2,075,405</b>	1,241,769
<b>Profit for the period attributable to:</b>		
Owners of the Company	<b>1,728,660</b>	1,039,098
Non-controlling interests	<b>346,745</b>	202,671
	<b>2,075,405</b>	1,241,769
<b>Non-IFRS measures:</b>		
Non-IFRS profit for the period	<b>2,226,005</b>	1,803,595
Non-IFRS EBITDA for the period	<b>5,333,572</b>	4,970,796

(1) Including “other income, gains/(losses), net”, “finance income”, “finance costs”, “impairment losses under expected credit loss model, net of reversal”, and “share of results of associates and joint ventures”.

## Revenue

Given the central role of inventory management in the Group's integrated supply chain solutions and logistics services, customers of the Group are categorized based on whether such customers have utilized the Group's warehouse or inventory management related services. Customers are reviewed by the Group on a regular basis, and customers who have utilized the Group's warehouse or inventory management related services in the recent past are classified as the Group's integrated supply chain customers. The following table sets forth a breakdown of our revenue by integrated supply chain customers and other customers, both in absolute amount and as a percentage of our total revenue for the periods presented.

	Unaudited			
	Three months ended December 31, 2024		2023	
	<i>RMB'000</i>	<i>%</i>	<i>RMB'000</i>	<i>%</i>
Integrated supply chain customers	<b>24,892,580</b>	<b>47.8</b>	23,012,399	48.8
Other customers	<b>27,204,629</b>	<b>52.2</b>	24,188,358	51.2
Total	<b>52,097,209</b>	<b>100.0</b>	47,200,757	100.0

Revenue increased by 10.4% to RMB52.1 billion for the three months ended December 31, 2024, from RMB47.2 billion for the same period of 2023. The increase in our total revenue was driven by the increase in revenue from integrated supply chain customers and the increase in revenue from other customers.

Revenue from integrated supply chain customers increased by 8.2% to RMB24.9 billion for the three months ended December 31, 2024, from RMB23.0 billion for the same period of 2023. The increase in revenue from integrated supply chain customers was primarily attributable to (i) the increase in revenue from JD Group, and (ii) the increase in revenue from external integrated supply chain customers, with a year-over-year increase in the number of external integrated supply chain customers. The number of our external integrated supply chain customers, who have contributed to our revenue for the periods presented, increased to 61,684 for the three months ended December 31, 2024, from 55,391 for the same period of 2023. The increase in the number of external integrated supply chain customers was due to the increased demand for our services as well as our continuously enhanced capabilities in integrated supply chain services. Our ARPC was RMB146,468 for the three months ended December 31, 2024, compared to RMB155,974 for the same period of 2023.

Revenue from other customers increased by 12.5% to RMB27.2 billion for the three months ended December 31, 2024, from RMB24.2 billion for the same period of 2023, primarily driven by the increase in business volume of express delivery and freight delivery services.



The following table sets forth a breakdown of revenue by (i) JD Group and (ii) external customers (including revenue generated from third-party merchants on the online marketplace of JD Group), both in absolute amount and as a percentage of our total revenue for the periods presented.

	<b>Unaudited</b>			
	<b>Three months ended December 31,</b>		<b>2023</b>	
	<b>2024</b>			
	<i>RMB'000</i>	<i>%</i>	<i>RMB'000</i>	<i>%</i>
From JD Group	<b>15,857,876</b>	<b>30.4</b>	14,372,842	30.5
From external customers	<b>36,239,333</b>	<b>69.6</b>	32,827,915	69.5
<b>Total</b>	<b>52,097,209</b>	<b>100.0</b>	47,200,757	100.0

### *Cost of revenue*

Cost of revenue increased by 9.9% to RMB47.1 billion for the three months ended December 31, 2024, from RMB42.8 billion for the same period of 2023, and decreased by 0.4 percentage points to 90.4% from 90.8% as a percentage of revenue on a year-over-year basis. The decrease in cost of revenue as a percentage of revenue on a year-over-year basis was primarily attributable to (i) optimized product and network structure, (ii) enhanced operating efficiency driven by technology, and (iii) enhanced utilization of resources driven by refined management and control measures.

Employee benefit expenses for employees involved in warehouse management, sorting, picking, packaging, shipping, delivery and customer services increased by 10.9% to RMB17.1 billion for the three months ended December 31, 2024 from RMB15.4 billion for the same period of 2023, primarily driven by the increase in the number of operational employees.

Outsourcing cost, mainly including costs charged by third-party transportation companies, express delivery companies and other service providers for sorting, shipping, delivery and labor outsourcing services, increased by 11.7% to RMB19.7 billion for the three months ended December 31, 2024, from RMB17.7 billion for the same period of 2023, primarily driven by the growth of our business which required higher outsourcing capacity.

Rental cost, mainly including depreciation of right-of-use assets and leasing expenses for short-term leases, remained relatively stable at RMB3.1 billion and RMB3.3 billion for the three months ended December 31, 2024 and for the same period of 2023, respectively.

Depreciation of property and equipment and amortization of other intangible assets remained relatively stable at RMB1.1 billion and RMB1.0 billion for the three months ended December 31, 2024 and for the same period of 2023, respectively.

Other cost of revenue increased by 11.3% to RMB6.1 billion for the three months ended December 31, 2024, from RMB5.4 billion for the same period of 2023, primarily driven by the increase in fuel cost, and road and bridge tolls, as a result of our increased investment in self-operated vehicles, and the increase in compensation expenses.

### ***Gross profit and gross profit margin***

As a combined result of revenue growth and cost productivity gain, gross profit increased to RMB5.0 billion for the three months ended December 31, 2024, from RMB4.4 billion for the same period of 2023. Gross profit margin increased to 9.6% for the three months ended December 31, 2024, from 9.2% for the same period of 2023, primarily driven by our efforts in efficiency improvement and cost reduction as mentioned above.

### ***Selling and marketing expenses***

Selling and marketing expenses increased by 17.4% to RMB1.5 billion for the three months ended December 31, 2024, from RMB1.3 billion for the same period of 2023, primarily driven by the expansion of selling and marketing team to promote our service offerings.

### ***Research and development expenses***

Research and development expenses remained relatively stable at RMB915.4 million and RMB880.1 million for the three months ended December 31, 2024 and for the same period of 2023, respectively.

### ***General and administrative expenses***

General and administrative expenses remained relatively stable at RMB816.5 million and RMB868.6 million for the three months ended December 31, 2024 and for the same period of 2023, respectively.

### ***Profit for the period***

Net profit increased to RMB2.1 billion for the three months ended December 31, 2024, from RMB1.2 billion for the same period of 2023, primarily driven by the increase in gross profit.

## Year Ended December 31, 2024 Compared to year Ended December 31, 2023

The following table sets forth the comparative figures for the years ended December 31, 2024 and 2023, respectively:

	Year ended December 31,	
	2024	2023
	<i>RMB'000</i>	<i>RMB'000</i>
Revenue	<b>182,837,584</b>	166,624,712
Cost of revenue	<b>(164,139,171)</b>	(153,941,555)
<b>Gross profit</b>	<b>18,698,413</b>	12,683,157
Selling and marketing expenses	<b>(5,686,483)</b>	(4,998,685)
Research and development expenses	<b>(3,571,346)</b>	(3,571,157)
General and administrative expenses	<b>(3,335,442)</b>	(3,353,142)
Others, net <sup>(1)</sup>	<b>1,610,541</b>	858,739
<b>Profit before income tax</b>	<b>7,715,683</b>	1,618,912
Income tax expense	<b>(628,130)</b>	(451,717)
<b>Profit for the year</b>	<b>7,087,553</b>	1,167,195
<b>Profit for the year attributable to:</b>		
Owners of the Company	<b>6,197,567</b>	616,193
Non-controlling interests	<b>889,986</b>	551,002
	<b>7,087,553</b>	1,167,195
<b>Non-IFRS measures:</b>		
Non-IFRS profit for the year	<b>7,916,774</b>	2,760,844
Non-IFRS EBITDA for the year	<b>20,343,145</b>	14,605,753

(1) Including “other income, gains/(losses), net”, “gains on disposal of industrial parks”, “finance income”, “finance costs”, “impairment losses under expected credit loss model, net of reversal”, and “share of results of associates and joint ventures”.

## Revenue

The following table sets forth a breakdown of our revenue by integrated supply chain customers and other customers, both in absolute amount and as a percentage of our total revenue for the periods presented.

	Year ended December 31,			
	2024		2023	
	<i>RMB'000</i>	<i>%</i>	<i>RMB'000</i>	<i>%</i>
Integrated supply chain customers	<b>87,355,440</b>	<b>47.8</b>	81,470,338	48.9
Other customers	<b>95,482,144</b>	<b>52.2</b>	85,154,374	51.1
Total	<b>182,837,584</b>	<b>100.0</b>	166,624,712	100.0

Revenue increased by 9.7% to RMB182.8 billion in 2024, from RMB166.6 billion in 2023. The increase in our total revenue was driven by the increase in revenue from integrated supply chain customers and the increase in revenue from other customers.

Revenue from integrated supply chain customers increased by 7.2% to RMB87.4 billion in 2024, from RMB81.5 billion in 2023. The increase in revenue from integrated supply chain customers was primarily attributable to (i) the increase in revenue from JD Group, and (ii) the increase in revenue from external integrated supply chain customers, with a year-over-year increase in the number of external integrated supply chain customers. The number of our external integrated supply chain customers, who have contributed to our revenue for the periods presented, increased to 80,703 in 2024, from 74,714 in 2023. The increase in the number of external integrated supply chain customers was due to the increased demand for our services as well as our continuously enhanced capabilities in integrated supply chain services. Our ARPC was RMB400,156 in 2024, compared to RMB420,363 in 2023.

Revenue from other customers increased by 12.1% to RMB95.5 billion in 2024, from RMB85.2 billion in 2023, primarily driven by the increase in business volume of express delivery and freight delivery services.

The following table sets forth a breakdown of revenue by (i) JD Group and (ii) external customers (including revenue generated from third-party merchants on the online marketplace of JD Group), both in absolute amount and as a percentage of our total revenue for the periods presented.

	Year ended December 31,			
	2024		2023	
	<i>RMB'000</i>	<i>%</i>	<i>RMB'000</i>	<i>%</i>
From JD Group	<b>55,061,616</b>	<b>30.1</b>	50,063,365	30.0
From external customers	<b>127,775,968</b>	<b>69.9</b>	116,561,347	70.0
Total	<b>182,837,584</b>	<b>100.0</b>	166,624,712	100.0

### ***Cost of revenue***

Cost of revenue increased by 6.6% to RMB164.1 billion in 2024, from RMB153.9 billion in 2023, and decreased by 2.6 percentage points to 89.8% from 92.4% as a percentage of revenue on a year-over-year basis. The decrease in cost of revenue as a percentage of revenue on a year-over-year basis was primarily attributable to (i) optimized product and network structure, (ii) enhanced operating efficiency driven by technology, and (iii) enhanced utilization of resources driven by refined management and control measures.

Employee benefit expenses for employees involved in warehouse management, sorting, picking, packaging, shipping, delivery and customer services increased by 11.2% to RMB61.5 billion in 2024 from RMB55.3 billion in 2023, primarily driven by the increase in the number of operational employees.

Outsourcing cost, mainly including costs charged by third-party transportation companies, express delivery companies and other service providers for sorting, shipping, delivery and labor outsourcing services, remained relatively stable at RMB63.3 billion and RMB60.3 billion in 2024 and 2023, respectively.

Rental cost, mainly including depreciation of right-of-use assets and leasing expenses for short-term leases, remained stable at RMB12.8 billion and RMB12.8 billion in 2024 and 2023, respectively.

Depreciation of property and equipment and amortization of other intangible assets remained relatively stable at RMB4.2 billion and RMB3.9 billion in 2024 and 2023, respectively.

Other cost of revenue, mainly including fuel cost, road and bridge tolls, cost of packaging and other consumable materials, cost of installation and maintenance services, water and electricity expenses and compensation expenses, remained relatively stable at RMB22.2 billion and RMB21.6 billion in 2024 and 2023, respectively.

### ***Gross profit and gross profit margin***

As a combined result of revenue growth and cost productivity gain, gross profit increased to RMB18.7 billion in 2024, from RMB12.7 billion in 2023. Gross profit margin increased to 10.2% in 2024, from 7.6% in 2023, primarily driven by our efforts in efficiency improvement and cost reduction as mentioned above.

### ***Selling and marketing expenses***

Selling and marketing expenses increased by 13.8% to RMB5.7 billion in 2024, from RMB5.0 billion in 2023, primarily driven by the expansion of selling and marketing team to promote our service offerings.

### ***Research and development expenses***

Research and development expenses remained stable at RMB3.6 billion and RMB3.6 billion in 2024 and 2023, respectively.

### ***General and administrative expenses***

General and administrative expenses remained relatively stable at RMB3.3 billion and RMB3.4 billion in 2024 and 2023, respectively.

### ***Profit for the year***

Net profit increased to RMB7.1 billion in 2024, from RMB1.2 billion in 2023, primarily driven by the increase in gross profit.

## Non-IFRS Measures

To supplement our consolidated results, which are presented in accordance with the International Financial Reporting Standards (“IFRS”), we also use non-IFRS profit and non-IFRS EBITDA as additional financial measures, which are not required by, or presented in accordance with IFRS. We believe these non-IFRS measures facilitate comparisons of core operating performance from period to period and from company to company by eliminating potential impacts of items which our management considers non-indicative of our core operating performance.

We believe these non-IFRS measures provide useful information to investors and others in understanding and evaluating our results of operations in the same manner as they help our management. However, our presentation of non-IFRS measures may not be comparable to similarly titled measures presented by other companies. The use of non-IFRS measures has limitations as an analytical tool, and you should not consider them in isolation from, or as a substitute for an analysis of, our results of operations or financial condition as reported under IFRS.

The following table reconciles the most directly comparable financial measures, which are profit calculated and presented in accordance with IFRS, to the non-IFRS profit for the periods presented:

	<b>Unaudited</b>	
	<b>Three months ended December 31,</b>	
	<b>2024</b>	<b>2023</b>
	<i>(RMB in thousands, except for percentages)</i>	
<b>Reconciliation of profit to non-IFRS profit:</b>		
Profit for the period	<b>2,075,405</b>	1,241,769
<i>Adjusted for:</i>		
Share-based payments	<b>139,780</b>	142,550
Amortization of intangible assets resulting from acquisitions <sup>(1)</sup>	<b>141,829</b>	141,829
Fair value changes of financial assets at fair value through profit or loss <sup>(2)</sup>	<b>3,118</b>	277,447
Tax effects on non-IFRS adjustments <sup>(3)</sup>	<b>(134,127)</b>	—
	<hr/>	<hr/>
<b>Non-IFRS profit for the period</b>	<b>2,226,005</b>	1,803,595
	<hr/> <hr/>	<hr/> <hr/>
<b>Non-IFRS profit for the period attributable to:</b>		
Owners of the Company	<b>1,840,324</b>	1,526,608
Non-controlling interests	<b>385,681</b>	276,987
	<hr/>	<hr/>
	<b>2,226,005</b>	1,803,595
	<hr/> <hr/>	<hr/> <hr/>
<b>Non-IFRS profit margin for the period<sup>(5)</sup></b>	<b>4.3%</b>	3.8%

**Year ended December 31,**  
**2024** 2023  
*(RMB in thousands, except for percentages)*

**Reconciliation of profit to non-IFRS profit:**

Profit for the year	7,087,553	1,167,195
<i>Adjusted for:</i>		
Share-based payments	468,499	786,639
Amortization of intangible assets resulting from acquisitions <sup>(1)</sup>	567,316	567,316
Fair value changes of financial assets at fair value through profit or loss <sup>(2)</sup>	16,329	239,694
Gains on disposal of industrial parks <sup>(4)</sup>	(88,796)	—
Tax effects on non-IFRS adjustments <sup>(3)</sup>	(134,127)	—
	<b>7,916,774</b>	<b>2,760,844</b>
<b>Non-IFRS profit for the year</b>	<b>7,916,774</b>	<b>2,760,844</b>
 <b>Non-IFRS profit for the year attributable to:</b>		
Owners of the Company	6,867,183	1,985,458
Non-controlling interests	1,049,591	775,386
	<b>7,916,774</b>	<b>2,760,844</b>
	<b>7,916,774</b>	<b>2,760,844</b>

**Non-IFRS profit margin for the year<sup>(5)</sup>** **4.3%** 1.7%

- (1) Represents the amortization expenses of other intangible assets acquired in business combinations with finite useful lives, which is recognized on a straight-line basis over the estimated useful lives.
- (2) Represents gains or losses from fair value changes on equity investments measured at fair value. Multiple valuation techniques and key inputs are used to determine the fair values of these investments.
- (3) The amounts of tax effects on non-IFRS adjustments were insignificant for the comparative periods presented.
- (4) Represents gains generated from the disposal of certain industrial parks held by the Group. We exclude this reconciling item as it is non-recurring and non-indicative of our core operating performance.
- (5) Represents non-IFRS profit divided by revenue for the periods presented.



The following table reconciles the most directly comparable financial measures, which are profit calculated and presented in accordance with IFRS, to the non-IFRS EBITDA for the periods presented:

	<b>Unaudited</b>	
	<b>Three months ended December 31,</b>	
	<b>2024</b>	<b>2023</b>
	<i>(RMB in thousands, except for percentages)</i>	
<b>Reconciliation of profit to non-IFRS EBITDA:</b>		
Profit for the period	2,075,405	1,241,769
<i>Adjusted for:</i>		
Share-based payments	139,780	142,550
Fair value changes of financial assets at fair value through profit or loss <sup>(1)</sup>	3,118	277,447
Depreciation and amortization <sup>(2)</sup>	3,115,446	3,256,109
Finance income	(388,240)	(355,342)
Finance costs	262,419	240,563
Income tax expense	125,644	167,700
	<hr/>	<hr/>
<b>Non-IFRS EBITDA for the period</b>	<b>5,333,572</b>	<b>4,970,796</b>
	<hr/> <hr/>	<hr/> <hr/>
<b>Non-IFRS EBITDA margin for the period<sup>(4)</sup></b>	<b>10.2%</b>	<b>10.5%</b>
	<b>Year ended December 31,</b>	
	<b>2024</b>	<b>2023</b>
	<i>(RMB in thousands, except for percentages)</i>	
<b>Reconciliation of profit to non-IFRS EBITDA:</b>		
Profit for the year	7,087,553	1,167,195
<i>Adjusted for:</i>		
Share-based payments	468,499	786,639
Fair value changes of financial assets at fair value through profit or loss <sup>(1)</sup>	16,329	239,694
Depreciation and amortization <sup>(2)</sup>	12,663,830	12,327,926
Gains on disposal of industrial parks <sup>(3)</sup>	(88,796)	—
Finance income	(1,462,065)	(1,404,136)
Finance costs	1,029,665	1,036,718
Income tax expense	628,130	451,717
	<hr/>	<hr/>
<b>Non-IFRS EBITDA for the year</b>	<b>20,343,145</b>	<b>14,605,753</b>
	<hr/> <hr/>	<hr/> <hr/>
<b>Non-IFRS EBITDA margin for the year<sup>(4)</sup></b>	<b>11.1%</b>	<b>8.8%</b>

(1) Represents gains or losses from fair value changes on equity investments measured at fair value. Multiple valuation techniques and key inputs are used to determine the fair values of these investments.

(2) Includes depreciation of right-of-use assets, depreciation of property and equipment, depreciation of investment properties and amortization of other intangible assets.

(3) Represents gains generated from the disposal of certain industrial parks held by the Group. We exclude this reconciling item as it is non-recurring and non-indicative of our core operating performance.

(4) Represents non-IFRS EBITDA divided by revenue for the periods presented.

## Liquidity and Free Cash Flow

In 2024, we funded our cash requirements principally from cash generated from operating activities.

Our cash resources include cash and cash equivalents, term deposits, wealth management products classified as financial assets at fair value through profit or loss, treasury investments at amortized cost included in “prepayments, other receivables and other assets”, and restricted cash. As of December 31, 2024, the aggregate amount of cash resources of the Group was RMB47.8 billion.

The following table sets forth our cash flows for the periods indicated:

	Year ended December 31,	
	2024	2023
	RMB'000	RMB'000
Net cash generated from operating activities	20,790,727	16,352,016
Net cash used in investing activities	(840,448)	(15,099,215)
Net cash used in financing activities	(11,487,704)	(5,546,825)
	<hr/>	<hr/>
Net increase/(decrease) in cash and cash equivalents	8,462,575	(4,294,024)
Cash and cash equivalents at the beginning of the year	17,207,027	21,495,352
Effects of foreign exchange rate changes on cash and cash equivalents	142,155	5,699
	<hr/>	<hr/>
<b>Cash and cash equivalents at the end of the year</b>	<b>25,811,757</b>	<b>17,207,027</b>

In the coming year, we believe that our liquidity requirements will be satisfied by using a combination of cash generated from operating activities and financing activities.

In 2024, the Group had free cash inflow of RMB8.1 billion, compared to a free cash inflow of RMB2.8 billion in 2023. This was a result of net cash generated from operating activities of RMB20.8 billion, less payments for capital expenditures net of related proceeds from disposals of RMB4.3 billion and payments relating to leases of RMB8.4 billion.

### *Net cash generated from operating activities*

In 2024, net cash generated from operating activities was RMB20.8 billion. Our cash generated from operations was primarily attributable to our net profit of RMB7.1 billion, as adjusted by (i) non-cash and non-operating items, which primarily consist of depreciation of right-of-use assets of RMB7.7 billion, and depreciation of property and equipment of RMB4.4 billion, (ii) changes in working capital, which was primarily resulted from an increase in accrued expenses, other payables and other non-current liabilities of RMB1.8 billion, partially offset by an increase in trade receivables of RMB1.1 billion, and (iii) interest received of RMB1.2 billion.

In 2023, net cash generated from operating activities was RMB16.4 billion. Our cash generated from operations was primarily attributable to our net profit of RMB1.2 billion, as adjusted by (i) non-cash and non-operating items, which primarily consist of depreciation of right-of-use assets of RMB7.6 billion, and depreciation of property and equipment of RMB4.1 billion, and share-based payments of RMB0.8 billion, (ii) changes in working capital, which was primarily resulted from an increase in accrued expenses, other payables and other non-current liabilities of RMB1.1 billion, and (iii) interest received of RMB1.4 billion.

### *Net cash used in investing activities*

In 2024, net cash used in investing activities was RMB0.8 billion, which was primarily attributable to purchases of term deposits and treasury investments at amortized cost of RMB5.8 billion, payments for financial assets at fair value through profit or loss of RMB5.6 billion, and capital expenditures net of related proceeds from disposals of RMB4.3 billion, partially offset by maturity of term deposits and treasury investments at amortized cost of RMB10.9 billion and maturity of financial assets at fair value through profit or loss of RMB4.5 billion.

In 2023, net cash used in investing activities was RMB15.1 billion, which was primarily attributable to purchases of term deposits and treasury investments at amortized cost of RMB22.4 billion, payments for financial assets at fair value through profit or loss of RMB12.9 billion, and capital expenditures net of related proceeds from disposals of RMB5.1 billion, partially offset by maturity of term deposits and treasury investments at amortized cost of RMB18.8 billion and maturity of financial assets at fair value through profit or loss of RMB6.2 billion.

### *Net cash used in financing activities*

In 2024, net cash used in financing activities was RMB11.5 billion, which was primarily attributable to principal portion of lease payments of RMB7.2 billion, repayments of borrowings of RMB7.2 billion, and interest paid of RMB1.0 billion, partially offset by proceeds from borrowings of RMB4.8 billion.

In 2023, net cash used in financing activities was RMB5.5 billion, which was primarily attributable to principal portion of lease payments of RMB7.4 billion, repayments of borrowings of RMB4.4 billion, interest paid of RMB1.1 billion, and payment for deferred consideration payables arising on acquisition of a subsidiary of RMB0.6 billion, partially offset by proceeds from borrowings of RMB7.8 billion.

### **Gearing Ratio**

As of December 31, 2024, our gearing ratio, calculated as total borrowings divided by total equity attributable to owners of the Company, was approximately 13.1%.

## Material Acquisitions and/or Disposals of Subsidiaries and Affiliated Companies

Reference is made to the announcement of the Company dated December 6, 2024 (the “**Announcement**”). On December 6, 2024, Suqian Jingdong Bohai Enterprise Management Co., Ltd. (宿遷京東博海企業管理有限公司), as the purchaser (the “**Purchaser**”), and Mr. Hu Haijian (胡海建), Ms. Xu Lifeng (徐鸞鳳), Shanghai Hailu Enterprise Management Consulting Partnership (Limited Partnership) (上海海淥企業管理諮詢合夥企業 (有限合夥)), Ningbo Hairui Innovation Investment Partnership (Limited Partnership) (寧波海睿創新投資合夥企業 (有限合夥)), Ningbo Kuahang Investment Partnership (Limited Partnership) (寧波跨航投資合夥企業 (有限合夥)) and Ningbo Qiaohao Investment Partnership (Limited Partnership) (寧波喬皓投資合夥企業 (有限合夥)), together as the vendors (the “**Vendors**”), entered into the equity transfer agreement, pursuant to which the Purchaser conditionally agreed to purchase, and the Vendors conditionally agreed to sell, an aggregate of approximately 36.43% equity interest in Kuayue Express at the total consideration of not more than approximately RMB6,484 million subject to adjustments as set out in the said agreement. As of December 6, 2024, Kuayue Express is a non-wholly owned subsidiary of the Purchaser and held as to approximately 63.57% by the Purchaser. Upon the Third Phase Completion (as defined in the Announcement), the Group will hold 100% equity interest in Kuayue Express. As the transaction constitutes major and connected transaction of the Company under the relevant Rules Governing the Listing of Securities on the Hong Kong Stock Exchange (the “**Listing Rules**”), the transaction is subject to, among others, the approval of the independent shareholders of the Company at a general meeting to be held by the Company. A circular containing, among others, details of the transaction will be despatched to shareholders of the Company (the “**Shareholders**”) in due course.

Save as disclosed above, the Group did not have any other material acquisitions and/or disposals of subsidiaries and affiliated companies for the year ended December 31, 2024.

## Significant Investments Held

Save as disclosed above, the Group did not make any other significant investments (including any investment in an investee company with a value of 5% or more of the Group’s total assets as of December 31, 2024) during the year ended December 31, 2024.

## Future Plans for Material Investments and Capital Assets

Save as disclosed above, as of December 31, 2024, the Group did not have any other plans for material investments and capital assets.

## Employee and Remuneration Policy

The following table sets forth the numbers of our employees categorized by function as of December 31, 2024.

<b>Function</b>	<b>Number of staff</b>	<b>% of total</b>
Operations	476,132	95.5
Selling and marketing	11,342	2.3
Research and development	4,510	0.9
General and administrative	6,725	1.3
<b>Total</b>	<b>498,709</b>	<b>100.0</b>

As required by laws and regulations in the People’s Republic of China (the “**PRC**”), we participate in various employee social security plans that are organized by municipal and provincial governments, including, among other things, pension, medical insurance, unemployment insurance, maternity insurance, on-the-job injury insurance and housing fund plans through a PRC government-mandated benefit contribution plan. We are required under PRC law to make contributions to employee benefit plans at specified percentages of the salaries, bonuses and certain allowances of our staff, up to a maximum amount specified by the local government from time to time.

The Company also has a pre-IPO employee share incentive plan, a post-IPO share option scheme and a post-IPO share award scheme.

The total employee benefit expenses, including share-based payments expenses, were RMB68.8 billion in 2024, as compared to RMB62.2 billion in 2023, representing a year-over-year increase of 10.7%.

## **Foreign Exchange Risk**

We conduct our businesses mainly in Renminbi (“**RMB**”), with certain transactions denominated in United States dollars (“**USD**”), and, to a lesser extent, other currencies. Foreign exchange risk arises when future commercial transactions or recognized financial assets and liabilities are denominated in a currency that is not the respective functional currency of our entities. In addition, we have intra-group balances with several subsidiaries denominated in foreign currencies which also expose us to foreign currency risk. The Group monitors the exposure to foreign exchange risk and considers hedging certain foreign currency risks with derivative financial instruments should the need arise.

## **Pledge of Assets**

As of December 31, 2024, restricted cash of RMB336.0 million was pledged.

## **Contingent Liabilities**

As of December 31, 2024, we did not have any material contingent liabilities or guarantees.

## **Borrowings**

As of December 31, 2024, our outstanding borrowings amounted to RMB7.2 billion.

## **Significant Events after December 31, 2024**

Save as disclosed in this announcement and as at the date of this announcement, there were no other significant events that might affect the Group since December 31, 2024.

# FINANCIAL INFORMATION

## Consolidated Statement of Profit or Loss

	Year ended December 31,	
	2024	2023
	<i>RMB'000</i>	<i>RMB'000</i>
Revenue	182,837,584	166,624,712
Cost of revenue	<u>(164,139,171)</u>	<u>(153,941,555)</u>
<b>Gross profit</b>	<b>18,698,413</b>	12,683,157
Selling and marketing expenses	(5,686,483)	(4,998,685)
Research and development expenses	(3,571,346)	(3,571,157)
General and administrative expenses	(3,335,442)	(3,353,142)
Other income, gains/(losses), net	1,130,871	727,023
Gains on disposal of industrial parks	88,796	—
Finance income	1,462,065	1,404,136
Finance costs	(1,029,665)	(1,036,718)
Impairment losses under expected credit loss model, net of reversal	(50,722)	(251,556)
Share of results of associates and joint ventures	<u>9,196</u>	<u>15,854</u>
<b>Profit before income tax</b>	<b>7,715,683</b>	1,618,912
Income tax expense	(628,130)	(451,717)
<b>Profit for the year</b>	<b><u>7,087,553</u></b>	<b><u>1,167,195</u></b>
<b>Profit for the year attributable to:</b>		
Owners of the Company	6,197,567	616,193
Non-controlling interests	<u>889,986</u>	<u>551,002</u>
	<b><u>7,087,553</u></b>	<b><u>1,167,195</u></b>
	<i>RMB</i>	<i>RMB</i>
<b>Earnings per share</b>		
Basic earnings per share	1.00	0.10
Diluted earnings per share	<u>0.98</u>	<u>0.10</u>

## Consolidated Statement of Comprehensive Income

	Year ended December 31,	
	2024	2023
	<i>RMB'000</i>	<i>RMB'000</i>
<b>Profit for the year</b>	<b>7,087,553</b>	1,167,195
<b>Other comprehensive (loss)/income</b>		
<i>Items that will not be reclassified to profit or loss:</i>		
Fair value changes of equity instruments at fair value through other comprehensive income	(14,089)	(16,266)
Exchange differences on translation from functional currency to presentation currency	287,298	9,183
<i>Items that may be reclassified subsequently to profit or loss:</i>		
Exchange differences arising on translation of foreign operations	141,265	200,141
Net changes in expected credit loss of receivables at fair value through other comprehensive income	2,468	17,577
Share of other comprehensive income of associates, net of related income tax	—	108
<b>Other comprehensive income for the year</b>	<b>416,942</b>	210,743
<b>Total comprehensive income for the year</b>	<b>7,504,495</b>	1,377,938
<b>Total comprehensive income for the year attributable to:</b>		
Owners of the Company	6,615,881	831,735
Non-controlling interests	888,614	546,203
	<b>7,504,495</b>	1,377,938



## Consolidated Statement of Financial Position

	As of December 31,	
	2024	2023
	<i>RMB'000</i>	<i>RMB'000</i>
<b>ASSETS</b>		
<b>Non-current assets</b>		
Property and equipment	16,001,564	16,060,401
Right-of-use assets	15,828,829	17,359,780
Investment properties	360,490	42,385
Goodwill	6,849,216	6,849,216
Other intangible assets	3,204,262	3,803,082
Interests in associates	153,671	153,556
Interests in joint ventures	27,488	21,656
Financial assets at fair value through profit or loss	1,295,801	1,394,613
Equity instruments at fair value through other comprehensive income	236,935	299,887
Deferred tax assets	357,590	87,166
Prepayments, other receivables and other assets	5,811,754	10,171,553
	<hr/>	<hr/>
Total non-current assets	50,127,600	56,243,295
	<hr/>	<hr/>
<b>Current assets</b>		
Inventories	645,798	624,288
Trade receivables	15,744,864	14,709,125
Contract assets	333,561	343,436
Prepayments, other receivables and other assets	11,096,380	7,445,136
Financial assets at fair value through profit or loss	9,694,394	8,150,970
Term deposits	3,814,742	7,714,757
Restricted cash	335,996	193,960
Cash and cash equivalents	25,811,757	17,207,027
Assets classified as held for sale	262,696	269,723
	<hr/>	<hr/>
Total current assets	67,740,188	56,658,422
	<hr/>	<hr/>
<b>Total assets</b>	<b>117,867,788</b>	<b>112,901,717</b>
	<hr/> <hr/>	<hr/> <hr/>

	<b>As of December 31,</b>	
	<b>2024</b>	<b>2023</b>
	<b>RMB'000</b>	<b>RMB'000</b>
<b>EQUITY AND LIABILITIES</b>		
<b>Equity</b>		
Share capital	1,045	1,041
Treasury shares	(60)	(66)
Reserves	75,414,403	74,198,356
Accumulated losses	(20,095,422)	(26,041,416)
	<hr/>	<hr/>
<b>Equity attributable to owners of the Company</b>	<b>55,319,966</b>	<b>48,157,915</b>
<b>Non-controlling interests</b>	<b>7,646,954</b>	<b>7,215,720</b>
	<hr/>	<hr/>
<b>Total equity</b>	<b>62,966,920</b>	<b>55,373,635</b>
	<hr/>	<hr/>
<b>Liabilities</b>		
<b>Non-current liabilities</b>		
Borrowings	2,760,000	5,345,000
Lease liabilities	9,432,189	10,180,823
Deferred tax liabilities	1,402,139	1,454,218
Other non-current liabilities	1,594,491	1,216,641
	<hr/>	<hr/>
Total non-current liabilities	15,188,819	18,196,682
	<hr/>	<hr/>
<b>Current liabilities</b>		
Trade payables	8,568,084	8,729,612
Contract liabilities	382,081	298,305
Accrued expenses and other payables	18,300,336	17,760,888
Advances from customers	750,287	379,734
Borrowings	4,468,230	4,620,326
Lease liabilities	6,509,314	7,106,378
Payables to interest holders of consolidated investment funds	50,999	50,305
Tax liabilities	652,940	367,832
Liabilities associated with assets classified as held for sale	29,778	18,020
	<hr/>	<hr/>
Total current liabilities	39,712,049	39,331,400
	<hr/>	<hr/>
<b>Total liabilities</b>	<b>54,900,868</b>	<b>57,528,082</b>
	<hr/>	<hr/>
<b>Total equity and liabilities</b>	<b>117,867,788</b>	<b>112,901,717</b>
	<hr/> <hr/>	<hr/> <hr/>

## Consolidated Statement of Cash Flows

	Year ended December 31,	
	2024	2023
	<i>RMB'000</i>	<i>RMB'000</i>
Net cash generated from operating activities	<b>20,790,727</b>	16,352,016
Net cash used in investing activities	<b>(840,448)</b>	(15,099,215)
Net cash used in financing activities	<b>(11,487,704)</b>	(5,546,825)
	<hr/>	<hr/>
Net increase/(decrease) in cash and cash equivalents	<b>8,462,575</b>	(4,294,024)
Cash and cash equivalents at the beginning of the year	<b>17,207,027</b>	21,495,352
Effects of foreign exchange rate changes on cash and cash equivalents	<b>142,155</b>	5,699
	<hr/>	<hr/>
<b>Cash and cash equivalents at the end of the year</b>	<b><u>25,811,757</u></b>	<b><u>17,207,027</u></b>

## Notes to the Financial Information

### *General information, basis of preparation and presentation*

The Company is an investment holding company. The Group engages in the business of providing integrated supply chain solutions and logistics services to customers across a wide array of industries through its leading logistics networks. The Group's principal operations and geographic markets are in the PRC.

The consolidated financial statements are presented in RMB, which is different from the Company's functional currency of USD.

The consolidated financial statements have been prepared in accordance with accounting policies which conform with IFRS Accounting Standards ("IFRSs") issued by the International Accounting Standards Board (the "IASB").

### *Application of new and amendments to IFRSs*

In the current year, the Group has applied the following amendments to IFRSs issued by the IASB for the first time, which are mandatorily effective for the annual period beginning on January 1, 2024 for the preparation of the consolidated financial statements:

<b>Amendments</b>	<b>Content</b>
Amendments to IFRS 16	Lease Liability in a Sale and Leaseback
Amendments to IAS 1	Classification of Liabilities as Current or Non-current
Amendments to IAS 1	Non-current Liabilities with Covenants
Amendments to IAS 7 and IFRS 7	Supplier Finance Arrangements

The application of the amendments to IFRSs in the current year has had no material impact on the Group's financial positions and performance for the current and prior years and/or on the disclosures set out in the consolidated financial statements.

## ***Revenue***

Given the central role of inventory management in the Group's integrated supply chain solutions and logistics services, customers of the Group are categorized based on whether such customers have utilized the Group's warehouse or inventory management related services. Customers are reviewed by the Group on a regular basis, and customers who have utilized the Group's warehouse or inventory management related services in the recent past are classified as the Group's integrated supply chain customers.

	<b>Year ended December 31,</b>	
	<b>2024</b>	<b>2023</b>
	<b><i>RMB'000</i></b>	<b><i>RMB'000</i></b>
<b>Type of customer:</b>		
Integrated supply chain customers	<b>87,355,440</b>	81,470,338
Other customers	<b>95,482,144</b>	85,154,374
Total	<b>182,837,584</b>	166,624,712
<b>Timing of revenue recognition:</b>		
Overtime	<b>175,525,404</b>	159,995,453
A point in time	<b>7,312,180</b>	6,629,259
Total	<b>182,837,584</b>	166,624,712

## ***Income tax expense***

	<b>Year ended December 31,</b>	
	<b>2024</b>	<b>2023</b>
	<b><i>RMB'000</i></b>	<b><i>RMB'000</i></b>
Current tax	<b>932,334</b>	445,983
Deferred tax	<b>(304,204)</b>	5,734
Total	<b>628,130</b>	451,717

## *Profit before income tax*

Profit before income tax has been arrived at after charging:

	Year ended December 31,	
	2024	2023
	RMB'000	RMB'000
Employee benefit expenses	68,837,324	62,174,846
Outsourcing cost	63,300,537	60,257,890
Depreciation of right-of-use assets	7,691,445	7,622,517
Depreciation of property and equipment	4,356,512	4,060,892
Amortization of other intangible assets	608,728	642,426
Auditors' remuneration		
— Audit and audit-related services	19,591	19,501
— Non-audit services	3,321	1,056

## *Earnings per share*

The calculation of the basic and diluted earnings per share attributable to owners of the Company is based on the following data:

	Year ended December 31,	
	2024	2023
<b>Numerator:</b>		
Profit for the year attributable to owners of the Company for the purpose of calculating basic earnings per share (RMB'000)	6,197,567	616,193
Impact of subsidiaries' diluted earnings (RMB'000)	(3,204)	(2,498)
	<hr/>	<hr/>
Profit for the year attributable to owners of the Company for the purpose of calculating diluted earnings per share (RMB'000)	<u>6,194,363</u>	<u>613,695</u>
<b>Denominator:</b>		
Weighted average number of ordinary shares for the purpose of calculating basic earnings per share	6,218,748,465	6,175,988,331
Adjustments for dilutive options and restricted shares units	123,262,452	98,577,120
	<hr/>	<hr/>
Weighted average number of ordinary shares for the purpose of calculating diluted earnings per share	<u>6,342,010,917</u>	<u>6,274,565,451</u>
Basic earnings per share attributable to owners of the Company (RMB per share)	1.00	0.10
Diluted earnings per share attributable to owners of the Company (RMB per share)	<u>0.98</u>	<u>0.10</u>

## *Dividends*

No dividend was paid or proposed for ordinary shareholders of the Company for the year ended December 31, 2024, nor has any dividend been proposed since the end of the reporting period (2023: none).

## *Trade receivables*

	<b>As of December 31,</b>	
	<b>2024</b>	<b>2023</b>
	<b>RMB'000</b>	<b>RMB'000</b>
<b>Trade receivables at amortized cost:</b>		
Trade receivables from third parties	<b>11,107,254</b>	9,847,353
Trade receivables from related parties	<b>2,953,825</b>	3,601,389
Less: allowance for credit losses	<b>(379,488)</b>	(542,274)
	<b>13,681,591</b>	12,906,468
Trade receivables at fair value through other comprehensive income	<b>2,063,273</b>	1,802,657
	<b>15,744,864</b>	14,709,125

The Group applies the simplified approach under IFRS 9, which requires expected lifetime losses to be recognized from initial recognition of the assets. The provision matrix is determined based on historical observed default rates over the expected life of the trade receivables with similar credit risk characteristics and forward-looking estimates. At the end of each reporting period, the historical observed default rates are updated and changes in the forward-looking estimates are analyzed.

The Group allows a credit period of 30 to 180 days to its trade customers. The following is an aging analysis of trade receivables presented based on the billing date.

	<b>As of December 31,</b>	
	<b>2024</b>	2023
	<b>RMB'000</b>	<b>RMB'000</b>
Within 3 months	<b>15,711,216</b>	14,710,920
3 to 6 months	<b>144,011</b>	166,909
6 to 12 months	<b>95,645</b>	162,699
Over 12 months	<b>173,480</b>	210,871
	<b>16,124,352</b>	15,251,399
Less: allowance for credit losses	<b>(379,488)</b>	(542,274)
	<b>15,744,864</b>	14,709,125

The Group held bills received for future settlement of trade receivables with insignificant amount. The Group continues to recognize their full carrying amounts at the end of each reporting period. All bills received by the Group were with a maturity period of less than one year.

As of December 31, 2024, included in the Group's trade receivables balance are debtors with aggregate carrying amount of RMB364.3 million (2023: RMB832.0 million), which are past due but not credit-impaired as the Group is satisfied with the subsequent settlements and the credit quality of these customers had not seen deteriorated. The Group did not hold any collateral over these balances.

### ***Trade payables***

	<b>As of December 31,</b>	
	<b>2024</b>	2023
	<b>RMB'000</b>	<b>RMB'000</b>
Trade payables	<b>8,466,638</b>	8,696,174
Trade payables under supplier finance arrangements <sup>(1)</sup>	<b>101,446</b>	33,438
	<b>8,568,084</b>	8,729,612

(1) Certain reputable financial institutions offer supply chain financing services to the Group's suppliers. Suppliers can sell one or more of the Group's payment obligations at their sole discretion to the financial institutions to receive funds ahead of time from the financial institutions to meet their cash flow needs. The Group's rights and obligations to suppliers are not impacted. The original payment terms, timing and amount of trade payables remain unchanged. In the consolidated statement of cash flows, settlements of these payables are included within operating cash flows based on the nature of the arrangements. As of December 31, 2024, trade payables under supplier finance arrangements in the amount of RMB101.4 million, had been already received by suppliers from the finance providers.



The following is an aging analysis of trade payables presented based on the recognition date:

	<b>As of December 31,</b>	
	<b>2024</b>	2023
	<b><i>RMB'000</i></b>	<i>RMB'000</i>
Within 3 months	<b>8,052,360</b>	7,785,554
3 to 6 months	<b>148,469</b>	510,869
6 to 12 months	<b>126,812</b>	152,827
Over 12 months	<b>240,443</b>	280,362
	<b>8,568,084</b>	8,729,612

The credit period of trade payables mainly ranges from 30 to 120 days.

## **COMPLIANCE WITH THE CORPORATE GOVERNANCE CODE**

The Company was incorporated in the Cayman Islands on January 19, 2012 with limited liability, and the shares of the Company (the “**Shares**”) were listed on the Main Board of the Hong Kong Stock Exchange on May 28, 2021 (the “**Listing Date**”).

The Company is committed to maintaining and promoting stringent corporate governance. The principle of the Company’s corporate governance is to promote effective internal control measures and to enhance the transparency and accountability of the Board to all Shareholders. During the year ended December 31, 2024, the Company has complied with all the applicable code provisions as set out in the Corporate Governance Code (the “**Corporate Governance Code**”) contained in Part 2 of Appendix C1 to the Listing Rules.

The Company will continue to regularly review and monitor its corporate governance practices to ensure compliance with the Corporate Governance Code, and maintain a high standard of corporate governance practices of the Company.

## **SCOPE OF WORK OF THE COMPANY’S AUDITOR**

The figures in respect to the Group’s consolidated results for the year ended December 31, 2024 as set out in this announcement have been agreed by the Company’s independent auditor, Messrs. Deloitte Touche Tohmatsu (the “**Auditor**”), to the amounts set out in the audited consolidated financial statements of the Group for the year ended December 31, 2024 as approved by the Board on March 6, 2025. The work performed by the Auditor in this respect did not constitute an assurance engagement in accordance with International Standards on Auditing, International Standards on Review Engagements or International Standards on Assurance Engagements issued by the International Auditing and Assurance Standards Board and consequently no opinion or assurance conclusion has been expressed by the Auditor on this announcement.

## AUDIT COMMITTEE

The Company has established the Audit Committee in compliance with Rule 3.21 of the Listing Rules and the Corporate Governance Code to monitor the implementation of our risk management policies across our Company on an ongoing basis to ensure that our internal control system is effective in identifying, managing and mitigating risks involved in our business operations. During the year ended December 31, 2024, the Audit Committee comprises three members, namely Ms. Nora Gu Yi Wu (顧宜), Dr. Xiande Zhao (趙先德) and Dr. Lin Ye (葉林), with Ms. Nora Gu Yi Wu (顧宜) (being our independent non-executive Director with the appropriate professional qualifications) as chairperson of the Audit Committee. On February 14, 2025, Dr. Lin Ye (葉林) has resigned, and Ms. Christina Gaw (吳燕安) was appointed, as a member of the Audit Committee.

The Audit Committee has reviewed the audited consolidated financial statements of the Group for the year ended December 31, 2024 and discussed matters with respect to the accounting policies and practices adopted by the Company and internal control with senior management members and the Auditor.

## OTHER BOARD COMMITTEES

In addition to the Audit Committee, the Company has also established a nomination committee and a remuneration committee.

## FINAL DIVIDEND

The Board did not recommend the distribution of a final dividend for the year ended December 31, 2024.

## PURCHASE, SALE OR REDEMPTION OF THE COMPANY'S LISTED SECURITIES

During the year ended December 31, 2024, neither the Company nor any of its subsidiaries purchased, sold or redeemed any of the Company's securities listed on the Hong Kong Stock Exchange (including any sale of treasury shares (as defined under the Listing Rules)). As of December 31, 2024, no treasury shares (as defined under the Listing Rules) were held by the Company.

## USE OF PROCEEDS

### Net Proceeds from the Global Offering

With the Shares listed on the Hong Kong Stock Exchange on the Listing Date (the “**Global Offering**”), the net proceeds from the Global Offering were approximately RMB22,945 million. There has been no change in the intended use of proceeds as previously disclosed in the prospectus of the Company dated May 17, 2021 (the “**Prospectus**”). As of May 16, 2024, the unutilized amount of the net proceeds was approximately RMB5,303 million and given that the initial expected timeline as set out in the Prospectus shall expire at the end of May 2024, the Company extended the initial expected timeline to 12 to 36 months from May 16, 2024. Details of the update on timeline is set out in the announcement of the Company dated May 16, 2024.

The following table sets forth a summary of the utilization of the net proceeds from the Global Offering as of December 31, 2024.

Purpose	Net proceeds (RMB million)	Unutilized	Utilized	Unutilized	Expected timeline of full utilization
		amount as of January 1, 2024 (RMB million)	amount for the year ended December 31, 2024 (RMB million)	amount as of December 31, 2024 (RMB million)	
Upgrading and expansion of our logistics networks	12,620	2,450	309	2,141	12 to 36 months from May 16, 2024
Developing advanced technologies to be used in our supply chain solutions and logistics services	4,589	2,258	245	2,013	12 to 36 months from May 16, 2024
Expanding the breadth and depth of our solutions, as well as for penetrating existing customers and attracting potential customers	3,442	594	396	198	12 to 36 months from May 16, 2024
General corporate purposes and working capital needs	2,294	431	96	335	12 to 36 months from May 16, 2024
<b>Total</b>	<b>22,945</b>	<b>5,733</b>	<b>1,046</b>	<b>4,687</b>	

*Note: The expected timeline for utilization of the unutilized net proceeds above is based on the Group's best estimation and is subject to change based on the future development of market conditions.*

### Net Proceeds from the Placing and the Subscription

On March 25, 2022, the Company entered into a placing agreement with the placing agents in relation to the placing of 150,500,000 Shares to independent purchasers (the “**Placing**”). On the same day, the Company and Jingdong Technology Group Corporation (the “**Subscriber**”) entered into a subscription agreement, pursuant to which the Subscriber subscribed 261,400,000 Shares in aggregate (the “**Subscription**”). Completion of the Placing and Subscription took place on April 1, 2022 and May 26, 2022, respectively.

The net proceeds from the Placing and the Subscription were approximately RMB6,924 million. There has been no change in the intended use of net proceeds as previously disclosed in the announcements of the Company dated March 25, 2022, April 1, 2022 and May 26, 2022, and the circular of the Company dated April 25, 2022 (the “**Announcements and Circular**”).

As of May 16, 2024, the unutilized amount of net proceeds was approximately RMB712 million, and given the initial expected timeline as set out in the Announcements and Circular shall expire in the end of May 2024, the Company extended the initial expected timeline to 12 to 24 months from May 16, 2024. Details of the update on timeline is set out in the announcement of the Company dated May 16, 2024.

The following table sets forth a summary of the utilization of the net proceeds from the Placing and the Subscription as of December 31, 2024.

Purpose	Net proceeds (RMB million)	Unutilized	Utilized	Unutilized	Expected timeline of full utilization
		amount as of January 1, 2024 (RMB million)	amount for the year ended December 31, 2024 (RMB million)	amount as of December 31, 2024 (RMB million)	
Improving our logistics network and solutions, both organically and/or by acquisitions	5,885	—	—	—	N/A
General corporate purposes and working capital needs	1,039	712	50	662	12 to 24 months from May 16, 2024
<b>Total</b>	<b>6,924</b>	<b>712</b>	<b>50</b>	<b>662</b>	

*Note: The expected timeline for utilization of the unutilized net proceeds above is based on the Group's best estimation and is subject to change based on the future development of market conditions.*

## **PUBLICATION OF THE ANNUAL RESULTS ANNOUNCEMENT AND ANNUAL REPORT**

This annual results announcement is published on the website of the Hong Kong Stock Exchange at [www.hkexnews.hk](http://www.hkexnews.hk) and the website of the Company at [ir.jdl.com](http://ir.jdl.com). The annual report of the Company for the year ended December 31, 2024 will be published on the aforesaid websites of the Hong Kong Stock Exchange and the Company and will be dispatched to the Shareholders in due course.

By order of the Board  
**JD Logistics, Inc.**  
**Mr. Wei Hu**  
*Executive Director*

Hong Kong, March 6, 2025

*As of the date of this announcement, the Board comprises Mr. Wei Hu as executive Director, Mr. Richard Qiangdong Liu as non-executive Director, and Ms. Nora Gu Yi Wu, Ms. Christina Gaw, Dr. Xiande Zhao, Mr. Yang Zhang and Dr. Lin Ye as independent non-executive Directors.*