JDi 京东工业
因效而能

JINGDONG Industrials, Inc.

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

(Stock Code: 7618)



ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT 2025

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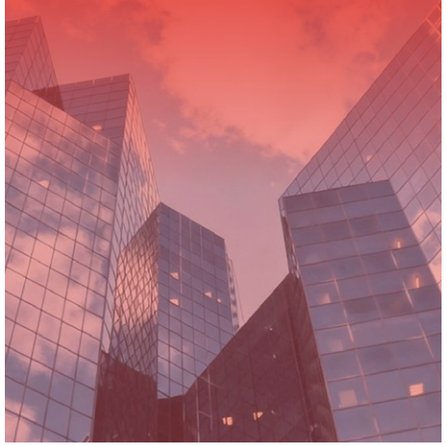
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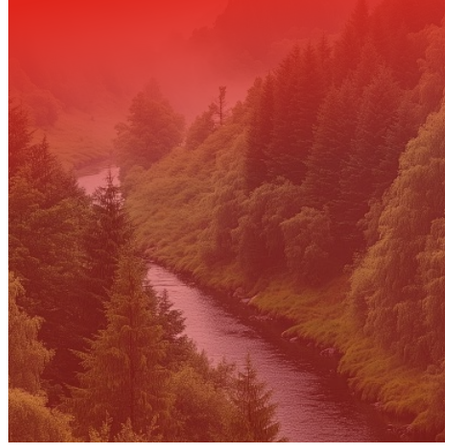
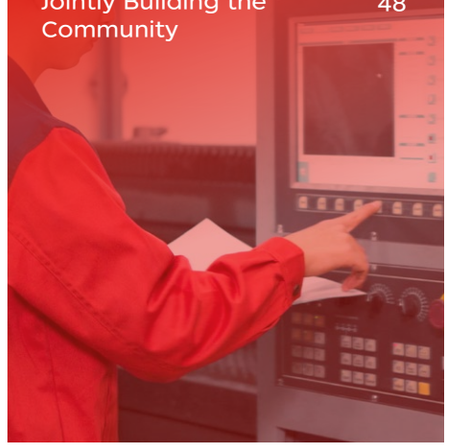
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About this Report

Reporting Scope

Report Release Cycle: This is an annual report and represents the first Environmental, Social and Governance (ESG) Report issued by JINGDONG Industrials, Inc.

Reporting Period: The reporting period covers 1 January 2025 to 31 December 2025. References in this report to the "Reporting Period" or "2025" refer to this timeframe. To ensure completeness of disclosure, certain information may extend beyond the reporting period where appropriate.

Reporting Organizational Scope: This report focuses on JINGDONG Industrials, Inc. The data and information disclosed cover the Company and its subsidiaries and branches, consistent with the scope of entities included in the Company's consolidated financial statements.

Reporting Standards

This report has been prepared in accordance with the *Appendix C2 Environmental, Social and Governance Reporting Code of the Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited (HKEX)*. Climate-related disclosures in this report also reference the *International Financial Reporting Standards Sustainability Disclosure Standard No. 2 (IFRS S2)*: *Climate-related Disclosures,* the *Implementation Guidance for Climate Disclosures under HKEX*, and the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD).

References

For ease of presentation, the terms "JINGDONG Industrials," "the Company," and "we" refer to JINGDONG Industrials, Inc. "Jingdong Industrial Products" refers to Beijing JINGDONG Industrial Products Trading Co., Ltd., an operating entity under JINGDONG Industrials engaged in industrial supply chain–related business within the JD Group. It includes domestic and overseas operating entities responsible during the reporting period for functions such as employee management, qualification certification, operational services, and international trade. "JD", "JD.com" or "JD Group" refers to "JD.com, Inc." and its subsidiaries, including JINGDONG Industrials.

Materials Description

The information and data in this report are primarily sourced from the Company's internal data collection systems, public materials, and work reports. Unless otherwise specified, "RMB" or "yuan" in this report refers to Renminbi, the lawful currency of the People's Republic of China.

Reporting Principles

Materiality: JINGDONG Industrials engages with internal and external stakeholders through various forms of communication and consultation to identify ESG issues closely related to the Company's operations and strategic development. The materiality of these ESG issues is systematically assessed, and the results of the materiality assessment are reviewed and approved by the board (the "Board" or the "Board of Directors") of directors (the "Directors") of the Company.

Quantitative: This report discloses quantifiable environmental and social performance indicators, as detailed in the relevant sections of the report. Where applicable, the standards, methodologies, assumptions, and/or calculation tools used for reporting emissions and energy consumption are described, along with the sources of conversion factors applied. Data disclosed in this report are derived from publicly available government data, the Company's official records, and publicly disclosed documents.

Consistency: The report has established a disclosure framework and statistical methodologies for key performance indicators to ensure the continuity and comparability of ESG disclosures in future reports.

Balance: The report presents the Company's performance in an objective and balanced manner, avoiding inappropriate selection, omission, or presentation of information that could influence the judgment or decisions of report readers.

Report Versions and Access

This report is prepared in simplified Chinese, traditional Chinese and English. Should there be any discrepancy in meaning between these versions, the tranditional Chinese version shall prevail. You can browse and download the report at the following website:

Official website of JINGDONG Industrials: https://www.jingdongindustrials.com

Official website of HKEX: www.hkexnews.hk

Investor Relations website of JINGDONG Industrials: ir.jingdongindustrials.com

Message from the CEO

In an era of profound transformation, JINGDONG Industrials is dedicated to enhancing ultimate operational efficiency in the industrial sector through the application of advanced technologies, guided by the principle of JD Group: "Define success in the right way." We have deeply embedded sustainable development into the DNA of our business, and are committed to becoming a driving force in the digital and intelligent transformation of industrial supply chains. We firmly believe that true value creation stems not only from technological breakthroughs and business growth, but equally from steadfast governance, an unwavering pursuit of quality, collaborative ecosystem building, environmental stewardship, and deep respect for our talents.

We build our foundation on strong governance to ensure steady and sustainable progress. We regard excellence in governance as the cornerstone of sustainable corporate development. Through a transparent, standardized, and forward-looking governance architecture, we integrate ESG principles deeply into strategic decision-making and day-to-day operations, building a modern corporate governance system defined by clear accountability, effective checks and balances, and sound operational discipline. By continuously refining board structure and decision-making mechanisms, strengthening stakeholder engagement, and reinforcing our risk management and compliance frameworks, we have built a robust institutional foundation that not only safeguards stable operations but also drives sustained long-term value creation.

We place products at the core of our strategy to earn lasting trust. High-quality products and reliable services form the bedrock of our competitive advantage. Through end-to-end quality control and intelligent collaboration mechanisms, we have built a trustworthy industrial ecosystem that spans both supply and demand, ensuring that every industrial product carries a quality commitment and every transaction reflects our sense of responsibility. From upstream standard-setting to downstream quality assurance, from intellectual property protection to consumer rights safeguarding, our systematic and technology-driven management approach advances industrial product quality from "compliant" to "excellent," making a meaningful contribution to the development of a trusted industrial ecosystem.

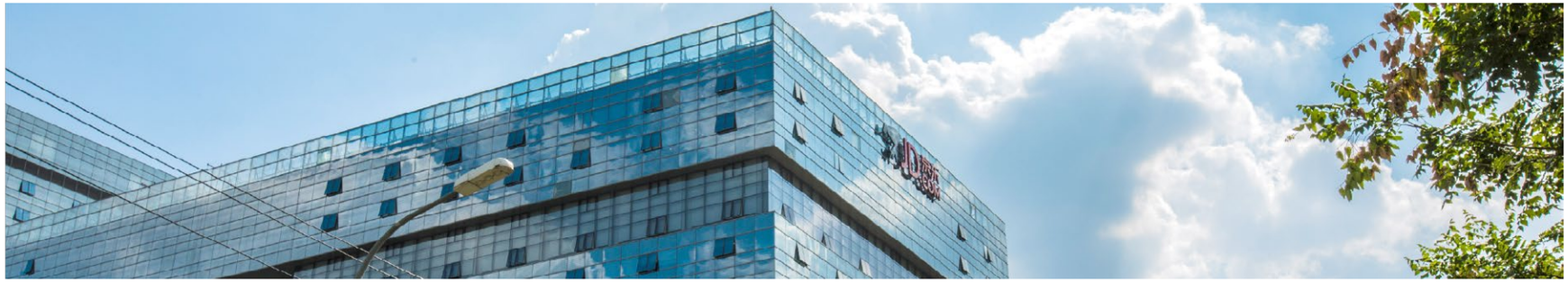
We prioritize collaboration to create shared success. We connect the upstream and downstream of the industrial chain through our digital intelligence engine, driving efficient coordination across procurement, production, and distribution, and building an open, transparent, and resilient industrial symbiosis network that enables partners to grow through collaboration and thrive through shared progress. Powered by our "Taipu" industrial supply chain solution that integrates digitalization and products and large industrial AI models, we not only elevate overall supply chain efficiency but also advance the co-creation of industry standards and collaborative ecosystem governance, supporting small and medium-sized enterprises in accessing high-quality development pathways and achieving a leap from "individual breakthroughs" to "chain-wide transformation."

We uphold green development as our foundation to advance long-term sustainability. We proactively address the challenges of climate change, embedding low-carbon principles throughout our entire operations and leveraging technological innovation to drive efficient resource utilization and environmentally responsible transformation. We strive to achieve simultaneous advances in economic performance and ecological value. From green warehousing to low-carbon logistics, from energy mix optimization to supply chain-wide carbon reduction, our systematic planning and forward-looking approach are shifting green operations from "reactive compliance" to "proactive leadership," as we actively contribute to the global sustainable development agenda while serving the advancement of industrial upgrading.

We put people first for enduring vitality. We firmly believe that our people are our most valuable asset. We are committed to cultivating a diverse, inclusive, safe, and healthy working environment where growth is attainable, and to building equitable recruitment and advancement mechanisms that allow every employee to realize their potential, earn recognition, and develop their careers. At the same time, we actively fulfill our social responsibilities, paying close attention to frontline workers and vulnerable groups, and channeling the power of technology to bring "industrial warmth" to those who need it most.

As we stand at a new starting point in 2026, we will use ESG as our strategic compass and responsibility as the defining quality of our development, continuing to explore sustainable pathways for the shared flourishing of our enterprise, society, the environment, and all our stakeholders.

Executive Director and Chief Executive Officer (CEO) of JINGDONG Industrials
Song Chunzheng



Board Statement

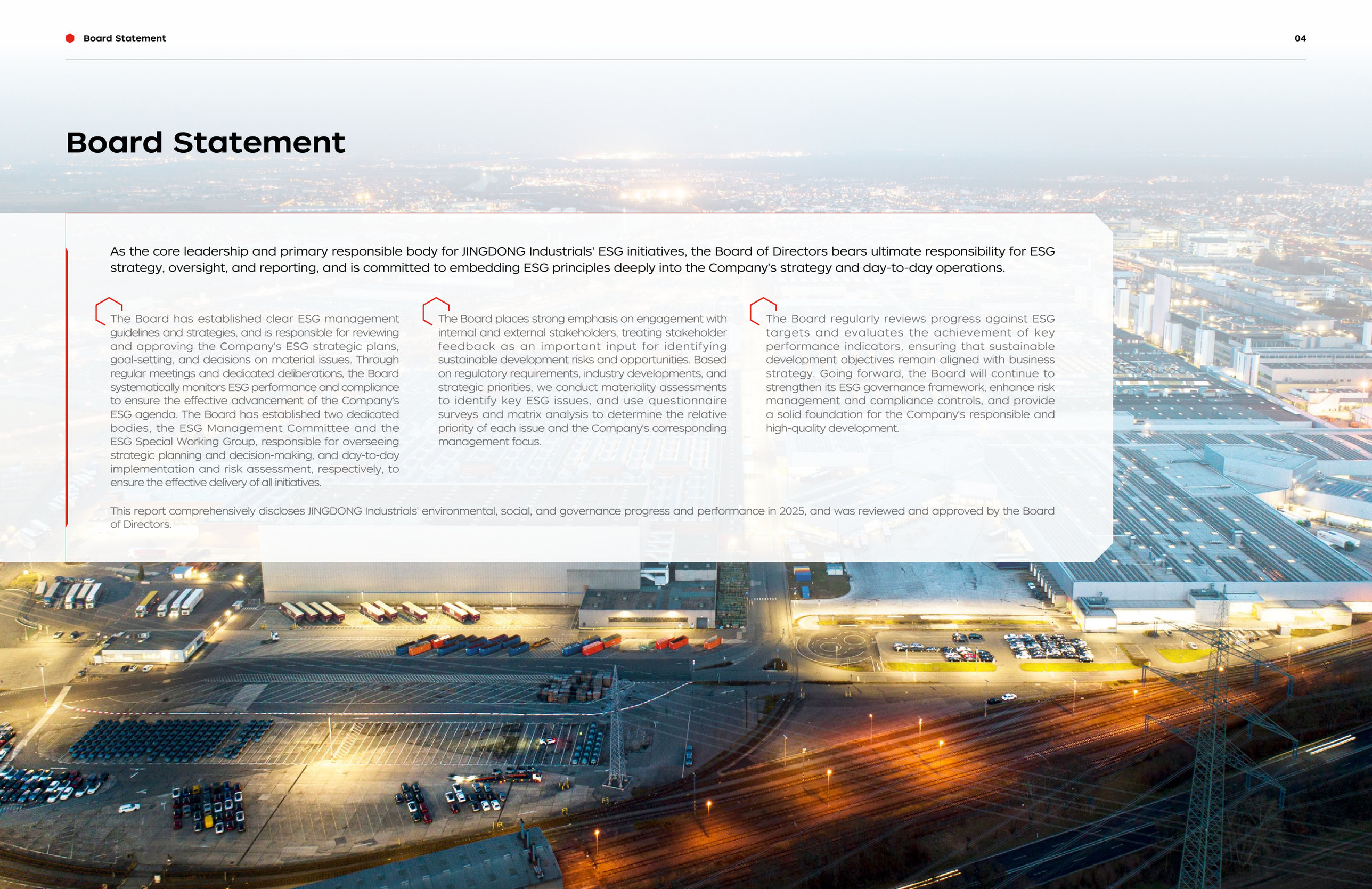
As the core leadership and primary responsible body for JINGDONG Industrials' ESG initiatives, the Board of Directors bears ultimate responsibility for ESG strategy, oversight, and reporting, and is committed to embedding ESG principles deeply into the Company's strategy and day-to-day operations.

The Board has established clear ESG management guidelines and strategies, and is responsible for reviewing and approving the Company's ESG strategic plans, goal-setting, and decisions on material issues. Through regular meetings and dedicated deliberations, the Board systematically monitors ESG performance and compliance to ensure the effective advancement of the Company's ESG agenda. The Board has established two dedicated bodies, the ESG Management Committee and the ESG Special Working Group, responsible for overseeing strategic planning and decision-making, and day-to-day implementation and risk assessment, respectively, to ensure the effective delivery of all initiatives.

The Board places strong emphasis on engagement with internal and external stakeholders, treating stakeholder feedback as an important input for identifying sustainable development risks and opportunities. Based on regulatory requirements, industry developments, and strategic priorities, we conduct materiality assessments to identify key ESG issues, and use questionnaire surveys and matrix analysis to determine the relative priority of each issue and the Company's corresponding management focus.

The Board regularly reviews progress against ESG targets and evaluates the achievement of key performance indicators, ensuring that sustainable development objectives remain aligned with business strategy. Going forward, the Board will continue to strengthen its ESG governance framework, enhance risk management and compliance controls, and provide a solid foundation for the Company's responsible and high-quality development.

This report comprehensively discloses JINGDONG Industrials' environmental, social, and governance progress and performance in 2025, and was reviewed and approved by the Board of Directors.



About JINGDONG Industrials

JINGDONG Industrials is a subsidiary group of JD Group dedicated to industrial supply chain technology and services. Guided by the mission of "dedicated to enhancing ultimate operational efficiency in the industrial sector through the application of advanced technologies," JINGDONG Industrials delivers professional, reliable digital intelligence supply chain technology and service solutions to industrial enterprises of all types and across all sectors. By enabling more data to flow and less physical goods to move, JINGDONG Industrials creates tangible value for customers in supply assurance, cost reduction, efficiency improvement and regulatory compliance, driving end-to-end digital and intelligent transformation across the industrial supply chain.

Through years of serving the digital and intelligent transformation of supply chains in industrial manufacturing, JINGDONG Industrials has grown into one of China's leading providers of industrial supply chain technology and solutions. The Company serves about 13,300 key enterprise customers and millions of small and medium-sized enterprise customers, including approximately 60% of China's Fortune 500 companies and more than 40% of global Fortune 500 companies operating in China, maintaining the top market share position in the industry for many consecutive years. Focused on three core scenarios - MRO[1], BOM[2], and spare parts-JINGDONG Industrials has aggregated about 205,000 manufacturers, distributors, and agents in 2025, offering 80 product categories and approximately 97.7 million SKUs[3] of industrial products, establishing broad and high-quality supply-side coverage as of December 31, 2025.

JINGDONG Industrials' core competence is rooted in the digital-physical integration of its commodity supply chain and digital intelligence supply chain. On one hand, the Company has built professional technical service capabilities spanning commodity digitalization, procurement digitalization, fulfillment digitalization, and operations digitalization, continuously enhancing its solution capabilities through the accumulated experience of serving more than 10,000 large enterprise customers, deep sector-specific expertise, and industry solutions covering a vast range of industries. On the other hand, the Company continuously strengthens its professional and reliable commodity supply chain and fulfillment capabilities through its self-operated supply chain, leveraging JD Group nationwide logistics network and the dedicated industrial infrastructure developed by JINGDONG Industrials.

JINGDONG Industrials has aggregated about

205,000 manufacturers, distributors and spare parts

about

97.7 million SKUs of industrial products

Positioning

Industrial Supply ChainTechnology & Service Provider

Mission

Dedicated to enhancing ultimate operational efficiency in the industrial sector through the application of advanced technologies

Vision

Establishing ourselves as a world's leading industrial supply chain technology and service provider

Proposition

Define success in the right way, realize cost reduction and efficiency improvement, deliver professional and trustworthy services

[1] MRO, full name Maintenance, Repair & Operations, refers to maintenance, repair, and operations, meaning goods that support production or business operations but are not part of the final product. They are intended for general use or professional purposes in specific industrial scenarios, covering a wide range of consumables and equipment categories.

[2] BOM, full name Bill of Materials, refers to production materials, meaning parts and raw materials in the production process that are used to form the final product. Typical product categories include (i) electronic components; and (ii) fasteners, seals, etc..

[3] SKU, the full name is Stock Keeping Unit, refers to the Unit of inventory.

JINGDONG Industrials is committed to reshaping the industrial supply chain through digital intelligence technology, optimizing the allocation of social resources, and improving overall industry operating efficiency. We provide differentiated products and services to customers of all sizes and types, including large enterprises, small and medium-sized enterprises, individual consumers, multinational corporations, and Chinese-funded enterprises expanding overseas. Through data-driven decision-making and intelligent process optimization, we help customers achieve their goals of cost reduction and efficiency improvement, reduce resource consumption and uncertainty across all supply chain links, and advance the industrial chain toward a more precise, transparent, and resilient model of sustainable development.

JINGDONG Industrials Product System

Customer Type	Large enterprises	Small, medium, and micro customers	Multinational international enterprises and overseas Chinese-funded enterprises
Product Name	Taipu	mro.jd.com / vipmro.com	JINGDONG Industrials International
Product Positioning	Supply chain solution that integrates digitalization and products.	One-stop professional procurement platform for small and medium-sized enterprises / A professional and trustworthy one-stop industrial products shopping platform for small and micro enterprises and individual customers	One-stop global supplier of long-tail industrial products

Development History

Building on JD Group's supply chain strengths, JINGDONG Industrials has evolved from an incubated business unit to an independently operating company, and ultimately achieved digital intelligence transformation and successful capitalization.

July 2017

Our industrial supply chain technology and service business started to operate as a stand-alone business unit of JD Group.

October 2018

We became a first-tier category on JD.com and secured an entrance on JD.com's homepage

August 2020

We completed and fully settled the Series A Preference Shares financing, raising approximately US$230 million, with a group of third-party investors, including GGV, HSG and CPE,among others.

August 2020

Suzhou Gongpinhui became our wholly-owned subsidiary through acquisition.

January 2021

We completed and fully settled the Series A-1 Preference Shares financing, raising approximately US$105 million, with a group of third-party investors, including Domking and GGV.

September 2021

The Ministry of Industry and Information Technology (MIIT) recognized us as one of the Featured Professional Industrial Internet Platforms.

March 2023

We completed and fully settled the Series B Preference Shares financing at a post-money valuation of approximately US$6.7 billion with a group of third-party investors, including Mubadala, 42XFund, M&G, BPEA EQT, and HSG. The total transactions amounted to US$300 million.

December 2023

Launched "Taipu", We launched Taipu, a digital industrial supply chain total solution that integrates digitalization and products.

December 2025

JINGDONG Industrials listed on HKEX.

Performance Highlights

Environmental performance

59,100kWh
of electricity was saved annually

a reduction of
2.74%

The photovoltaic system generated a total of
26,400 kWh
of electricity

Electricity consumption from EV charging stations totaled
139,600 kWh

while green electricity consumption reached
812,766.56 kWh

850 tonnes
of water was saved annually

a reduction of
4.84%

From May to December, approximately
2,500 tonnes
of PCR stretch film were used

which is expected to reduce carbon emissions by about
1,780 tonnes
compared with conventional virgin petroleum-based products

The Company has obtained ISO14001 Environmental Management System certification, as well as several other certifications, including Green Factory Management System, Green Power Application Evaluation Management System, and Green Supply Chain Management System certifications.

Social performance

The Company has obtained ISO 9001 Quality Management System certification.

The Company has obtained Green Supply Chain Management System certification

Standardization development was completed for more than
2,000
key product categories, alongside improvements to quality zone rules and the establishment of brand alliances and a case database

100%
of suppliers have signed the *Anti-Commercial Bribery Agreement*

The resolution rate following supplier risk identification reached
100%

More than
200
internship and employment positions were provided for university students

Employee satisfaction reached
4.62 (out of 5)

Employee training coverage reached
100%

The Company has obtained Green Supply Chain Management System certification

Employees participated in
120hours
of community service

Governance performance

Risk scenario coverage reached
100%

with a risk identification accuracy rate of
95%

and a risk interception rate of
96%

The signing rate for integrity-related commitment letters and agreements reached
100%

Business ethics training covering directors and all employees totaled
4,838training hours

reaching
2,419
participants

with
100%
employee coverage

Economic performance

Annual revenue reached
RMB23.95billion

representing a year-on-year increase of
17.4%
compared with 2024

Annual profit reached
RMB2.31 billion

representing a year-on-year increase of
203.8%
compared with 2024

Corporate Honors

Golden Flag Brand Annual Brand List-The Digital Brand with the Most Commercial Value

Golden Flag Brand Research Institute

November 2025

Ten Typical Cases of Innovation and Development of Chinese Internet Enterprises (Cases of Ministries and Commissions)

www.ce.cn

November 2025

2025 Public Procurement Industry Practice Case

China Federation of Logistics and Purchasing

November 2025

First Prize of National Enterprise Management Modernization Innovation Achievement

China Enterprise Confederation

December 2025

01

Strong Governance for Stable Operations

JINGDONG Industrials has continuously optimized its corporate governance structure and strengthened stakeholder engagement and consistently integrates ESG principles into strategic planning and daily operations. The Company has also steadily refined its risk management mechanisms and internal control processes, and strengthened business ethics management, providing a solid foundation for the Company's long-term and sustainable development.

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1.3 Internal Risk Control and Compliance 12
1.4 Business Ethics 15

Response to Material Toptics:

- Corporate Governance
- Business Ethics
- Stakeholder Engagement



1.1 ESG Governance

JINGDONG Industrials has established and continuously improved its ESG governance system, identifying material issues with a substantial impact on the Company's long-term development through regular and diversified stakeholder engagement.

ESG Governance System

JINGDONG Industrials has established a top-down, three-tier ESG governance structure. The Board of Directors, as the highest decision-making body for ESG governance, is responsible for reviewing and approving ESG strategies, material climate issues, and ESG disclosures. The ESG Management Committee, serving as the management-level coordinating body, is responsible for ESG strategic planning, target-setting, and the ongoing enhancement of the risk management system. The ESG Special Working Group is responsible for day-to-day implementation, risk identification and assessment, and operational execution, achieving clear accountability and closed-loop ESG management through structured hierarchical coordination, and providing robust governance support for sustainable development.

ESG Governance Structure of JINGDONG Industrials

Body	Responsibility
Board of Directors	◦ Review and approve the Company's ESG strategy, medium-and long-term objectives, major policies and resource allocation ◦ Monitor the Company's ESG and climate-related performance and achievement of goals ◦ Deliberate and approve the Company's ESG report and other major ESG information disclosure
ESG Management Committee	◦ Formulate the Company's ESG strategy, annual goals and implementation plan, and submit them to the Board for approval ◦ Establish and improve the Company's ESG risk management and internal control system ◦ Regularly assess ESG goal progress and risk profile ◦ Guide and supervise the ESG work of the ESG Special Working Group
ESG Special Working Group	◦ Execute ESG targets on a day-to-day basis ◦ Systematically identify, assess, monitor, and respond to ESG risks in daily operations ◦ Responsible for the preparation, data collection, and verification of ESG reports

Stakeholder Communication

JINGDONG Industrials places strong emphasis on stakeholder engagement, actively listening to the views and feedback of government authorities and regulators, shareholders and investors, consumers, employees, value chain partners, public welfare organizations/non-governmental organizations and other stakeholders, and maintaining effective response and closed-loop mechanisms. We integrate stakeholder feedback into business strategy and day-to-day operational decisions, ensuring the Company's development remains aligned with the shared values of its stakeholders and building long-term, trust-based partnerships.

JINGDONG Industrials Stakeholder Communication Mechanism

Stakeholders	Stakeholders Concern	Communication Approach
Government and regulator	◦ Corporate governance ◦ Business ethics ◦ Data security and privacy protection	◦ Regular reporting and communication ◦ Ad hoc industry forums and conferences ◦ Field investigation and investigation ◦ Signing cooperation agreements and establishing strategic cooperation ◦ Responding to regulatory inquiries directed at listed companies
Shareholders and investors	◦ Stakeholder engagement	◦ Release of financial reports ◦ Shareholders' communication meeting
Consumers/ Corporate clients	◦ Data security and privacy protection ◦ Product quality and safety ◦ Customer experience	◦ App/website communication channels ◦ 7×24-hour customer service hotline ◦ Media communication ◦ Consumer research ◦ Telephone contact ◦ Offline visit
Employees	◦ Employee rights and interests ◦ Occupational health and safety ◦ Employee training and development	◦ All-employee emails, communication meetings, employee forums, employee conferences, training activities and grievance mechanisms ◦ Employee service hotline ◦ E-mail ◦ Corruption reporting channels
Value chain partners	◦ Supply chain management	◦ Daily procurement, training and evaluation ◦ Supplier meeting
Public welfare organizations/ non-governmental organizations	◦ Community engagement and social contribution	◦ Public welfare projects and fundraising platforms ◦ Organize volunteer activities ◦ Responding to ESG-related questionnaires
Community representatives	◦ Environmental compliance management ◦ Addressing climate change ◦ Resources use ◦ Emissions management ◦ Product carbon footprint	◦ Symposium ◦ Summit ◦ Participate in related events sponsored by the media ◦ Organize or participate in industry forums and events

Determination of Material Topics

JINGDONG Industrials identifies ESG issues based on changes in the internal and external environment. In 2025, based on regulatory guidelines, industry trends, capital market priorities, and strategic development direction, the Company identified 16 material topics in three aspects: environmental, social, and governance. The Company determines the relative priority of ESG topics by distributing questionnaires to key stakeholders, including management, government and regulatory authorities, consumers, and value chain partners.

Identification Process of Material Topics

Identification of material topics

Based on regulatory requirements, industry trends, and the Company's strategic direction, we identified 16 material ESG topics with substantial impact through industry benchmarking and media monitoring.

Stakeholder engagement

We conducted materiality surveys among core stakeholder groups, including the Company's management, government and regulatory authorities, shareholders and investors, consumers, employees, value chain partners, community representatives, and public welfare organizations, collecting a total of 582 valid questionnaires.

Assessment of material topics

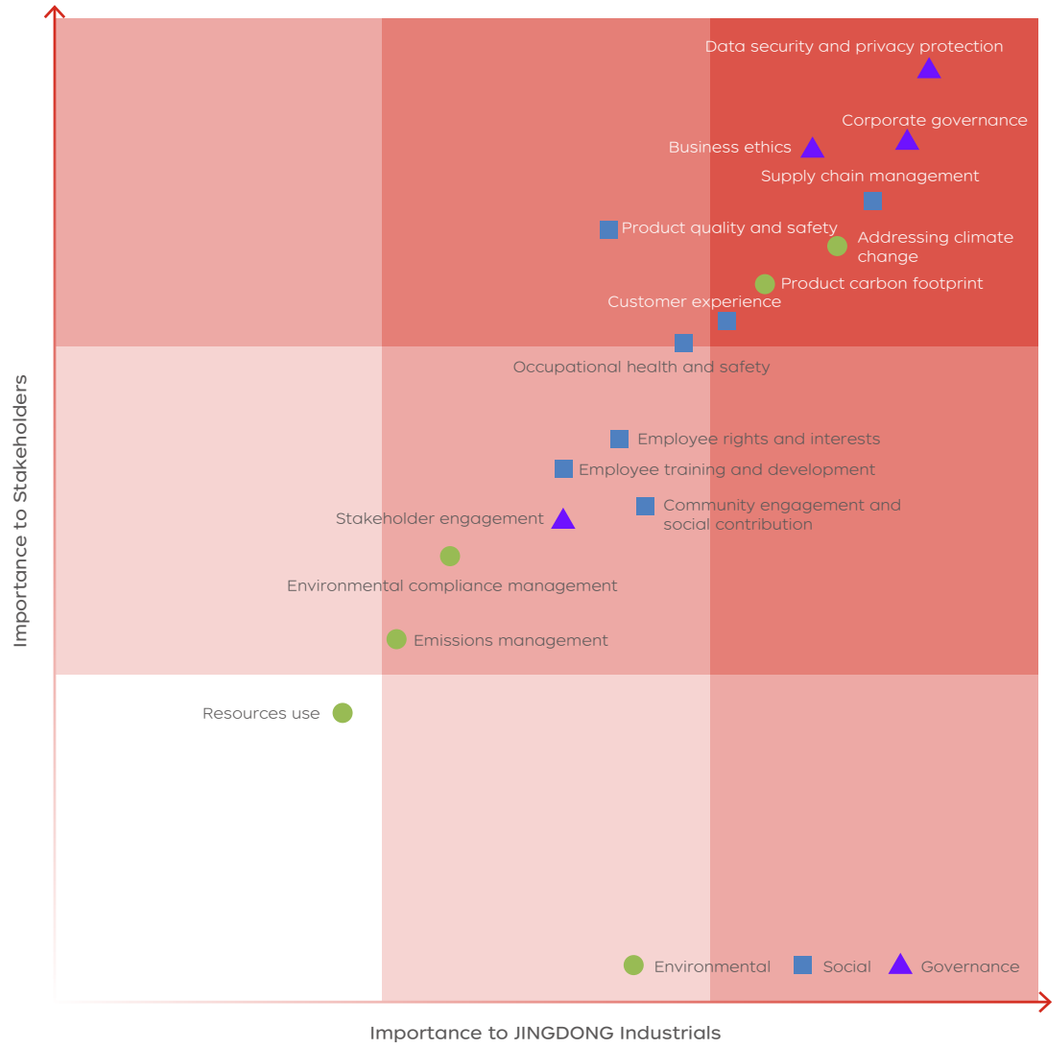
We comprehensively analyzed the importance of each topic based on the survey data and developed a materiality matrix, then made final adjustments and confirmations through supplementary analysis incorporating industry trends and peer benchmarking.

Review of materiality matrix

We submitted the adjusted materiality matrix to the Board of Directors for review and approval.

JINGDONG Industrials 2025 Material Topics

Aspects	Material Topics
Environmental	Environmental compliance management
	Addressing climate change
	Resources use
	Emissions management
	Product carbon footprint
Social	Product quality and safety
	Customer experience
	Supply chain management
	Employee rights and interests
	Occupational health and safety
	Employee training and development
	Community engagement and social contribution
Governance	Corporate governance
	Business ethics
	Stakeholder engagement
	Data security and privacy protection



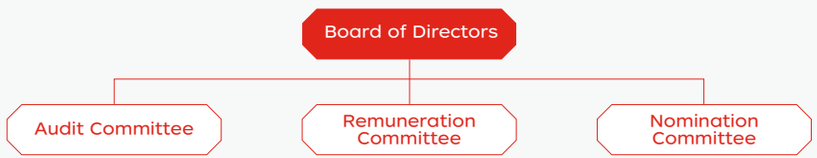
JINGDONG Industrials 2025 Matrix of Material Topics

1.2 Corporate Governance

In compliance with the *Corporate Governance Code* of HKEX, JINGDONG Industrials has formulated the *Articles of Association*, clarifying the core governance mechanisms of the Board of Directors, shareholders' rights, and procedures for general meetings. The Company has established a Board-centric corporate governance structure, with the Board responsible for formulating and advancing corporate development strategies, overseeing strategy execution and operating results, and ensuring the effective operation of internal control and risk management systems. To fulfill specialized governance functions, the Board has established three committees, the Audit Committee, the Remuneration Committee, and the Nomination Committee, responsible for reviewing and overseeing the Company's financial reporting processes and internal control systems, senior management remuneration, and director appointment and succession management, respectively.



Corporate Governance Structure of JINGDONG Industrials



Board Diversity	The Company has formulated the *Board Diversity Policy*, whereby the Nomination Committee considers a range of factors when evaluating director candidates, including but not limited to gender, age, cultural and educational background, professional qualifications, skills, knowledge, and industry and regional experience. As at the end of the reporting period, the Board consisted of six members, including one female director.
Board Independence	The Company highly values board independence to ensure high-quality decision-making. Director and senior management elections follow a majority voting system. As at the end of the reporting period, the Company had three independent non-executive directors, representing 50% of the total Board membership.
Board effectiveness	The Company convenes regular Board meetings to consider the election and appointment of Board members, review the progress of ESG-related matters, and discuss topics including director remuneration and equity incentive plans.

1.3 Internal Risk Control and Compliance

Risk management is a cornerstone of sustainable operations and long-term value creation. JINGDONG Industrials has remained committed to building a comprehensive, systematic, and efficient risk management mechanism to ensure the Company's stable and reliable operations.

Risk Management System

JINGDONG Industrials strictly follows JD Group's risk governance framework, focusing on four key areas: regulatory compliance, legal risk, operational risk, and information security. Through normalized governance mechanisms, including regular management meetings, monthly business analysis meetings, and dedicated reporting sessions, the Company systematically informs senior management of material ESG-related risk cases, ensuring risk events are identified, assessed, and addressed in a timely manner, and continuously strengthening the Company's risk resilience and management capabilities.

Risk Management Structure of JD Group

Body	Responsibility
Board of Directors	◦ Provides overall supervision and guidance on risk governance
Safety and Risk Control Committee	◦ The Chief Compliance Officer serves as the Chair of the Group's Security and Risk Control Committee ◦ A Chief Security Officer is appointed to ensure the stability, reliability, and security of the Group's digital infrastructure and information systems
Special Working Group	◦ Integrate the resources of risk control leaders of each system to implement comprehensive risk management in all dimensions ◦ Establish a regular deliberation mechanism at least once a week to strengthen risk information exchange and collaborative decision-making across sub-groups
Departments at all levels	◦ Continuously promote dynamic monitoring and systematic governance of business risks ◦ Regularly report in-depth reviews of material risk cases to management and relevant departments through management meetings, monthly business analysis meetings, and dedicated reporting sessions

JINGDONG Industrials follows JD Group's risk management philosophy of "advance identification and early warning," implementing comprehensive risk management through a systematic process covering risk discovery, incident assessment, response, hazard mitigation, and effectiveness evaluation. By continuously refining this process, the Company improves the accuracy of risk identification and the timeliness of early warnings, effectively responding to market developments and potential threats while protecting the interests of both the enterprise and its customers.

Risk Identification

JINGDONG Industrials has continuously built out its risk identification and prevention system. By establishing a multi-dimensional risk indicator framework, implementing ongoing data monitoring, and strengthening dynamic early-warning and response mechanisms, the Company identifies ESG-related risks and provides technical and data support for the forward-looking identification, accurate assessment, and effective management of ESG risks in its operations.

JINGDONG Industrials risk identification indicators in 2025

Risk scenario coverage[4]	Risk identification accuracy[5]
100%	95%

Risk Assessment

JINGDONG Industrials has advanced the digital transformation of risk management, tracking and quantitatively analyzing risk events throughout their full lifecycle, classifying them intelligently by nature, scope, and severity, and presenting results to management dynamically through visual dashboards, providing data support for risk early warning and decision-making.

JINGDONG Industrials Risk Assessment Process

Lifecycle risk review mechanism	◦ We identify potential capital, personnel, regulatory, and information security risks through continuous process optimization and pre-assessment
Formulation and implementation of annual audit plan	◦ We formulate an annual audit plan each year based on business developments and historical risk experience
Tracking and closed-loop rectification of risk matters	◦ We manage material risk items identified through audits via online tracking in our digital systems ◦ We establish a closed-loop process from issue identification through to rectification verification, ensuring continuous monitoring and effective control

[4] Risk scenario coverage = Number of risk scenarios covered/total number of risk scenarios

[5] Risk identification accuracy = number of accurately identified risks/total number of identified risks

Risk Response

By establishing a closed-loop management system covering risk avoidance and transfer, internal control optimization, and dynamic monitoring, JINGDONG Industrials has achieved pre-emptive risk prevention, process controllability, and post-event traceability, ensuring the steady operation of its business. Through systematic risk identification and unified risk awareness across the organization, the Company has strengthened early warning capabilities and agile risk response, comprehensively elevating its overall risk management standards. During the reporting period, the Company has developed and dynamically maintained risk maps across all functional areas, with a particular focus on managing capital, personnel, regulatory, and information security risks, enabling precise identification, tiered management, and closed-loop resolution of key risks.

JINGDONG Industrials risk response indicators in 2025

Risk interception rate[6]

96%

JINGDONG Industrials Risk Map

Financial Risk

- Customer payment
- Customer penalty/compensation

Personnel Risk

- Bribery/acceptance
- Conflict of interest
- False performance
- Embezzlement

Regulatory Risk

- Public opinion risk
- Audit risk
- Legal risk

Information Security

- Privacy security
- Data security
- Social media

Compliance Management

JINGDONG Industrials follows JD Group's principle of "achieve success the right way" and has established a compliance management system built on three lines of defense, strictly implementing internal management procedures. In daily operations, the Company requires all departments to regularly conduct self-assessments of potential irregularities related to key processes and responsibilities, and to report any irregularities that may lead to risk events to the internal control department. The Company also continuously refines its internal policies and systematically manages compliance and legal risks in response to updates in relevant laws, regulations, and industry standards.

JD Group's Three Lines of Defense for Compliance Management

First line of defense

All employees

Every employee is familiar with and firmly upholds JD Group's compliance standards, resisting improper inducements and maintaining the compliance baseline.

Second line of defense

Professional risk management teams covering legal, finance, information security, and risk control

The risk management team promotes a strong compliance culture and applies information technology across all necessary aspects of risk and compliance management, reducing corporate risk and supporting JD Group's long-term stable development.

Third line of defense

Supervision and audit team operating independently of the Company's business operations

The supervision and audit team, guided by the compliance framework and upholding the principles of fairness, impartiality, and independence, monitors compliance implementation across all organizational units, investigates and combats corruption, and ensures operational compliance.

[6] Risk interception rate = Number of risk intercepted/total number of risks

JINGDONG Industrials strictly complies with national laws, regulations, and regulatory requirements, integrating compliance and supervision work with its internal audit management system. The Company has established an audit function and dedicated team operating independently from the Group structure, and has established an Audit Committee in accordance with applicable law. The Committee chairman is responsible for reviewing and overseeing the financial reporting process and internal control system, reviewing and approving related party transactions, and providing professional advice to the Board on material issues.

For identified violations, we strictly follow the "investigation, assessment, decision, and execution" process, ensuring that every violation is handled seriously, fairly, and efficiently.

Handling Process for Internal Violations

Link	Investigation	Assessment	Decision	Execution
Specific Content	The risk control department conducts an independent investigation and puts forward preliminary recommendations	The Human Resources and Employee Relations team conducts a comprehensive assessment based on the investigation findings and reaches a consensus	The Risk Decision Committee reviews the incident and makes the final decision	The direct supervisors of the personnel involved coordinate with the Human Resources department to implement the disposition measures

Risk Control Culture

The Company has remained committed to building a risk management culture that permeates all areas of business. In 2025, by continuously deepening the "risk event exploration" mechanism, we actively extended internal control and risk identification to frontline operations, conducting systematic risk investigation and resolution across key areas including information security, personnel conduct, and business processes. We completed the tracking and resolution of 38 risk matters, embedded risk management awareness across all business scenarios, and established a cultural environment of full participation and proactive prevention.

To continuously reinforce risk awareness across the organization, the Company has established a normalized risk control and compliance training mechanism, conducting dedicated learning sessions and case studies every quarter. This promotes the penetration of compliance principles and risk prevention skills to employees at all levels, strengthens organization-wide risk prevention capabilities, and lays a behavioral and cultural foundation for the Company's sustainable development.

We completed the tracking and resolution of

38

risk matters

1.4 Business Ethics

JINGDONG Industrials has deeply integrated business ethics into its corporate strategy, establishing a business ethics management system, clarifying whistleblower protection mechanisms, and continuously delivering business ethics training. By combining institutional discipline with awareness-building, the Company has integrated business ethics into its organizational culture and day-to-day operations.

Business Ethics Management System

JINGDONG Industrials complies with the *Company Law of the People's Republic of China*, the *Anti-Money Laundering Law of the People's Republic of China, the Anti-Unfair Competition Law of the People's Republic of China*, the *Interim Provisions on the Prohibition of Commercial Bribery,* the *Anti-Monopoly Law of the People's Republic of China*, and other applicable laws and regulations. In accordance with JD Group's internal policies, including the *JD Group Code of Business Conduct and Ethics* and *the JD Group Anti-Corruption Regulations,* JINGDONG Industrials has established the *JINGDONG Industrials Enterprise Customer and Supplier Violation Management Rules* to ensure that all company operations comply with applicable laws, regulations, and ethical standards.

The Company has established a three-tier business ethics governance framework comprising the Board of Directors, the Audit Committee, and the Internal Control Department. Through a top-down hierarchical implementation mechanism, the Company systematically advances business ethics oversight and embeds it throughout its operating framework.

JINGDONG Industrials Business Ethics Governance Framework



Anti-Corruption Management

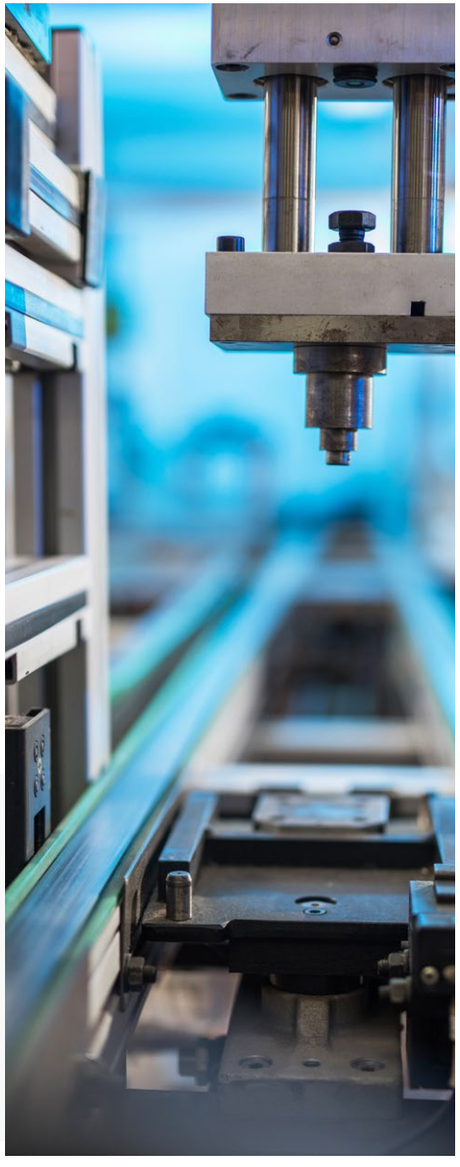
JINGDONG Industrials upholds a zero-tolerance stance toward corruption and has established a systematic internal violation handling mechanism with clear accountability. The Company strictly implements the Group's unified business ethics and anti-corruption requirements, linking anti-corruption obligations to employee remuneration and incentive systems to prevent and deter corruption at the institutional level. Employees who violate the *JD Group Anti-Corruption Regulations* may have their employment contracts terminated and all granted options and equity interests canceled. All regular employees are required to sign the *JD Group Employee Handbook* and the *JD Group Anti-Corruption Commitment Letter*; interns, consultants, and other contracted personnel must sign the *Commitment to Comply with JD Group Anti-Corruption Regulations*; and suppliers must sign the *Integrity Agreement*. In 2025, the signing rate for all relevant commitment letters and agreements at JINGDONG Industrials reached 100%.

The Company strictly prohibits misconduct including accepting bribes, soliciting kickbacks, and misusing Company assets. To effectively manage these risks, the Company incorporates anti-corruption and anti-bribery clauses into commercial contracts, with all cooperating suppliers and third-party organizations required to comply. The internal control department also conducts regular dedicated reviews of corruption and bribery matters to ensure the effective implementation of relevant requirements.

During the reporting period

JINGDONG Industrials ecorded

no corruption litigation cases



Whistleblower Protection

JINGDONG Industrials has fully implemented the whistleblower protection and corruption governance mechanism of JD Group, and established an internal corruption reporting center to centrally receive reports of all types of violations and disciplinary matters. Through regular integrity awareness activities, the Company clearly communicates multiple reporting channels to employees and partners, including telephone, email, written correspondence, and the "Integrity JD Group" QR code, ensuring that both internal and external parties can report issues conveniently and safely.

The Company operates the internal "JoyME Integrity JD" platform, with dedicated personnel available to provide consultation and guidance to employees. The Company maintains a zero-tolerance stance toward any breach of confidentiality obligations or retaliation against whistleblowers, and will pursue serious accountability upon verification of such conduct. The Company also extends its oversight system to external stakeholders, including customers, suppliers, and partners, encouraging all parties to actively report corruption and other violations, and working together to build a transparent and honest business environment.

JINGDONG Industrials strictly implements the *JD Group Whistle-blower Protection and Reward System*, fulfilling strict confidentiality obligations throughout the full process of report acceptance, investigation, and handling, and fully protecting the legitimate rights and interests of whistleblowers. The Company accepts reports submitted under real names, anonymously, and under pseudonyms, with special protection mechanisms in place for real-name whistleblowers.

Reporting Channels

Tel:
400-601-3618

Email:
jiancha@jd.com
jdcompliance@jd.com (Overseas)

Written correspondence:
Block A, Beijing No.1 Park, JD Group Global Headquarters, Kechuang 11th Street, Beijing Economic and Technological Area, Beijing - Attention: Supervision Department

QR code reporting:

In-person appointment visits

Other channels deemed appropriate by the whistleblower

Business Ethics Training

JINGDONG Industrials firmly believes that sustainable business success is built on the foundations of integrity, transparency, and compliance. In 2025, the Company continued to strengthen its ethics training framework, establishing a business ethics training system covering all employees throughout their career lifecycle, ensuring that all employees and partners understand and practice the principle of "everyone complies and takes the initiative to prevent."

The Company requires all new employees to complete foundational courses covering the *Employee Code of Conduct*, conflict of interest declaration requirements, and the gift and hospitality policy within their first month of employment. For key and high-risk roles, including procurement and sales, finance, and senior management, the Company regularly delivers specialized in-depth training on anti-commercial bribery, anti-monopoly compliance, data privacy protection, and anti-corruption, systematically strengthening compliance awareness and practical capabilities across all levels and functions.

Core Business Ethics Course

Anti-corruption and anti-bribery
- In-depth interpretation of the *Anti-Unfair Competition Law of the Republic of China, JD Group Anti-Corruption Regulations* and relevant compliance guidelines

Conflict of interest management
- Guidance on how to identify, declare, and manage potential conflict of interest situations

Fair competition and antitrust
- Clarification of legal boundaries and compliance requirements in business dealings with competitors and partners

Whistleblower protection policy
- Detailed explanation of internal reporting channels, including the compliance hotline and dedicated email, and the strict protection measures in place for whistleblowers

In 2025

the Company organized
4
business ethics training sessions covering directors and all employees

with a total training duration of about
4,838 hours

reaching
2,419
participants

achieving
100%
employee coverage

02

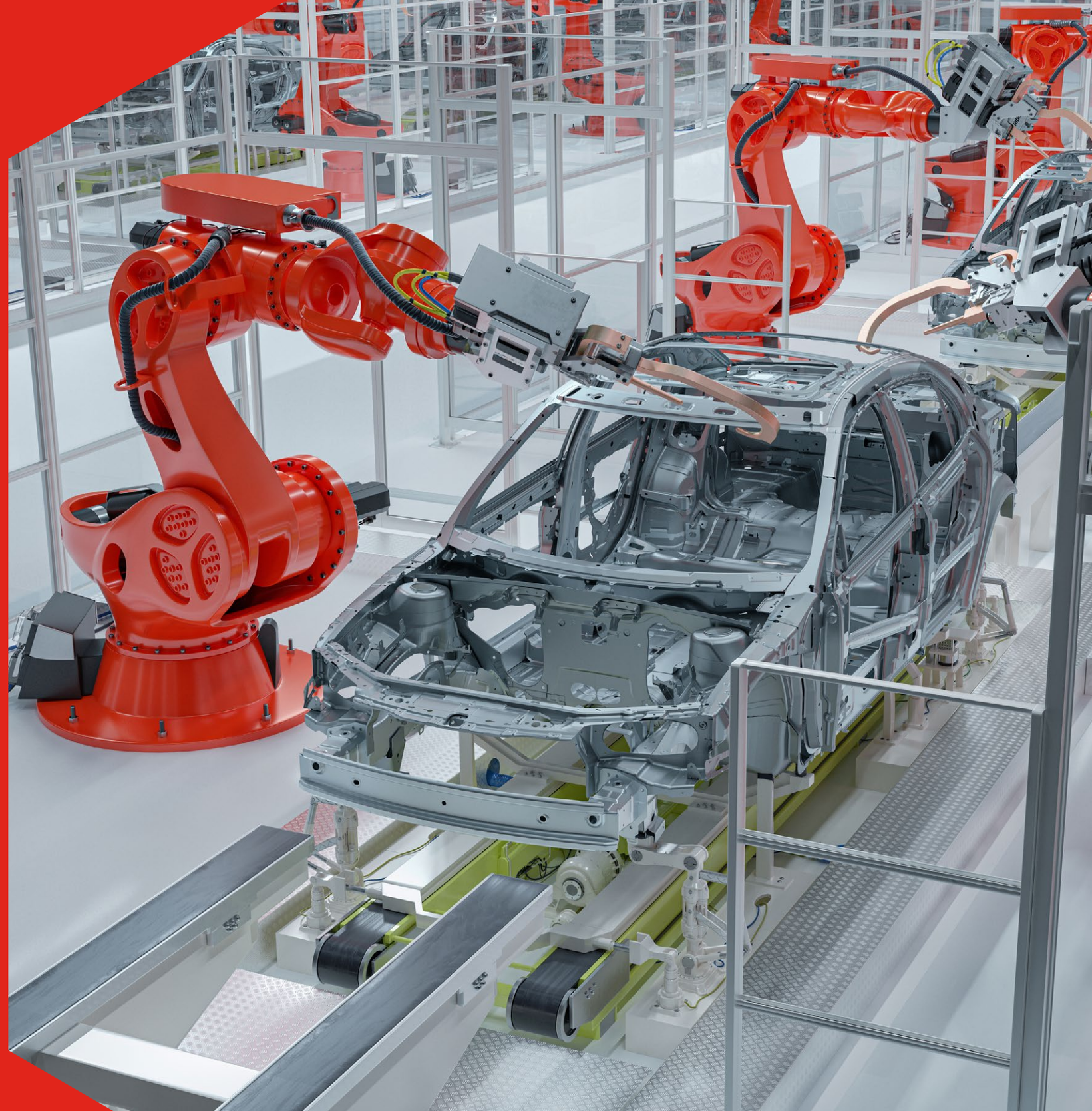
Product Ecosystem, Empowered by Technology

JINGDONG Industrials has continued to strengthen its product safety, quality management, and end-to-end management capabilities, focusing on merchant governance, consumer rights protection, information security, and intellectual property compliance, building a reliable industrial digital services ecosystem.

2.1 Product Management 18
2.2 Responsible Marketing 21
2.3 Customer Service 22
2.4 Information Security and Privacy Protection 24

Response to Material Toptics:

- Product quality and safety
- Customer experience
- Data security and privacy protection



2.1 Product Management

JINGDONG Industrials drives the upgrade of quality and innovation through digital intelligence, building a quality management system and innovation mechanism covering the entire value chain, lifecycle, and ecosystem, providing comprehensive support for high-quality business development.

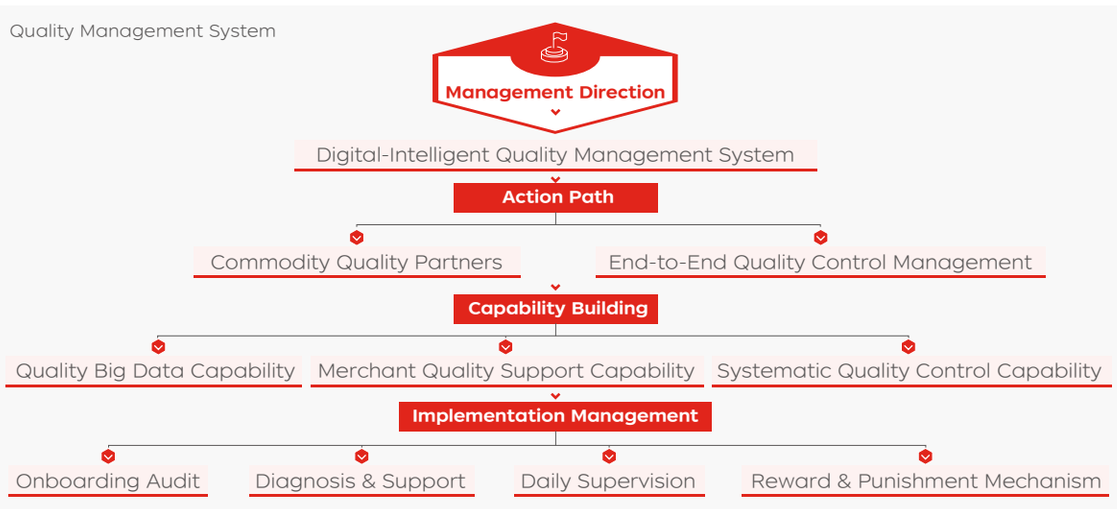
Quality Management System

Building on JD Group's quality management framework, JINGDONG Industrials has formulated and refined its own quality management standards. The Company has established a Quality Enhancement Department with four functional segments: system construction, capability enhancement, category operations, and regional quality management, focusing on standard development, supplier and fulfillment quality management, data-driven improvement, and full-chain closed-loop management to fully support the implementation of the Company's quality strategy.

With a digital and intelligent quality management system at its core, the Company systematically strengthens its quality management capabilities through two key action pathways: end-to-end quality control management and win-win partner collaboration, with the goal of building a world-leading full-chain quality ecosystem for industrial products. As at the end of the reporting period, the Company had obtained ISO 9001 quality management system certification.

The company has established the *JINGDONG Industrials Recall and Withdrawal Management Procedure*, building a robust product recall emergency response mechanism. Leveraging a stringent quality inspection system and a comprehensive recall management process, the company has strengthened quality control across the board, effectively safeguarding consumers' demand for high-quality products and their rights and interests. In 2025, the company did not experience any product recalls related to safety or health.

Quality Management System



Quality Management Process

The Company has established a full-chain quality control process built on the principles of "pre-event prevention, in-process control, and post-event review," achieving visualization and intelligence in supplier and product quality management through standard-driven approaches, data-driven insights, front-loaded risk management, and full traceability, promoting a virtuous cycle of quality improvement.

End-to-end Quality Management Process

01 Pre-event Prevention

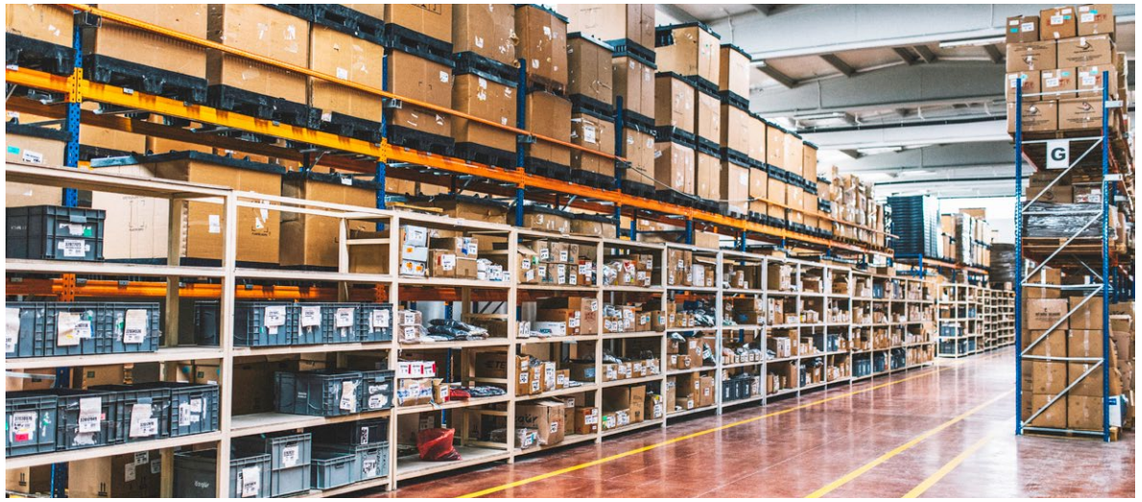
Based on four core modules: system construction, requirement management, product specification, and sample testing, comprehensively evaluate key links such as supplier qualifications, technical specifications, and sample verification based on weight ratios, and strictly control entry thresholds.

02 In-process Control

Penetrate the entire R&D and production chain, strengthen the closed-loop management of non-conforming products, link online and offline customer complaints with QCR[7] indicators, implement multi-dimensional sampling inspection of finished products and laboratory verification, and realize dynamic control of quality risks.

03 Post-event Review

Establish a digital batch management system to achieve traceability of issues and assignable responsibility. At the same time, promote the timely resolution of problems and continuous improvement through rapid response, root cause analysis, and closed-loop rectification, forming a high-quality feedback mechanism.



[7] QCR: Quality Complain Rate, refers to the number of complaints per million orders.

Quality Management Measures

The Company has adopted "on-site audits, standard development, collaborative governance, and quality control assurance" as the core pillars of its quality management approach, comprehensively consolidating its quality management foundation and advancing industry standardization and consumer trust.

Quality Management Measures

On-site Audit

- Conduct source quality control over suppliers through on-site factory inspections and joint audits with third parties, covering more than 50 key indicators to comprehensively consolidate the quality foundation of the supply chain.

Standard Development

- Based on national standards, industry standards/association standards, build JD's standard system covering the entire industrial chain, promote the establishment of industry benchmarks, fill standard gaps, and facilitate the standardized development of the industry and the co-construction of quality trust.

Collaborative Governance

- Jointly with the Premium Brand Protection Committee, Beijing Anti-Infringement and Anti-Counterfeiting Alliance, Japan External Trade Organization (JETRO), and market supervision departments at all levels, build a cross-regional, multi-stakeholder collaborative genuine product protection ecosystem.

Quality Control Assurance

- Adopt a "zero-tolerance" policy for counterfeit and shoddy goods. Through direct supply from brands, strict qualification review, channel control, warehousing inspection, and independently developed quality control systems, build a full-process traceable quality management system.

The Company has closely aligned its quality management system with business growth needs, building a full-chain system covering standard development, quality zone management, promotion, and continuous improvement. The Company has completed standardization across 2,000+ key product categories, refined quality zone governance rules, established brand alliances and a case library, and advanced QMS[8] digitalization and AI-powered audit capabilities, effectively improving genuine product control standards and operational efficiency, earning customer trust, and strongly supporting high-quality business growth.

Integration of Quality and Supply Chain Drives High-quality Business Development



[8] QMS: Quality Management System, That is, the quality management system.

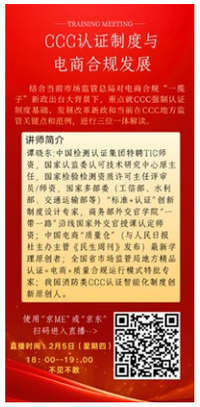
[9] CCC: China Compulsory Certification.

Quality Culture Development

JINGDONG Industrials remains committed to building a quality culture with broad participation across the organization, embedding quality awareness throughout all business processes through a focus on compliance management, technical capabilities, and policy communication. In 2025, the Company's Taipu team organized more than 30 quality management training sessions, significantly strengthening quality and safety awareness and execution capabilities across the organization.

Case: CCC[9] Certification System and E-commerce Compliance Development Training

As the State Administration for Market Regulation launched a special governance campaign on the quality and safety of industrial products sold online, the Company conducted systematic training focused on the fundamentals of the CCC compulsory certification system, recent regulatory reforms, and local enforcement practices. The training covered updates to certification rules, the definition of platform operator responsibilities, and analysis of representative enforcement cases, effectively strengthening employee compliance awareness and risk response capabilities.



CCC Certification System and E-commerce Compliance Development Training Poster

Intellectual Property Protection

JINGDONG Industrials complies with the *Patent Law of the People's Republic of China, the Trademark Law of the People's Republic of China,* the *Copyright Law of the People's Republic of China*, and other applicable laws and regulations. The Company also implements the JD Group's internal management systems, including the *JD Group Patent Management Measures, JD Group Trademark Management Measures, JD Group Copyright Management Measures, JD Group Domain Name Management Measures, JD Group Trade Secrets Management Measures, Specification for the Use of Open Source Software,* and *Regulation for the Management of Source Code Export*, continuously optimizing its intellectual property protection and management processes and fostering a compliant, efficient, and sustainable innovation ecosystem.

In terms of cultural development, the Company places strong emphasis on cultivating an intellectual property-aware culture and is committed to building an environment that supports R&D and innovation. In 2025, the Company conducted patent training for research and production staff regularly, covering nearly 100 participants.

In terms of incentive mechanisms, in addition to regular patent rewards, the Company holds an annual patent award selection to recognize inventors who have made outstanding contributions to technological innovation, and continuously strengthens organization-wide innovation awareness and intellectual property culture through dedicated intellectual property themed activities.

In 2025

JINGDONG Industrials obtained **8** granted patents

applied for **20** patents

As at the end of the reporting period

JINGDONG Industrials had obtained a total of **20** granted patents

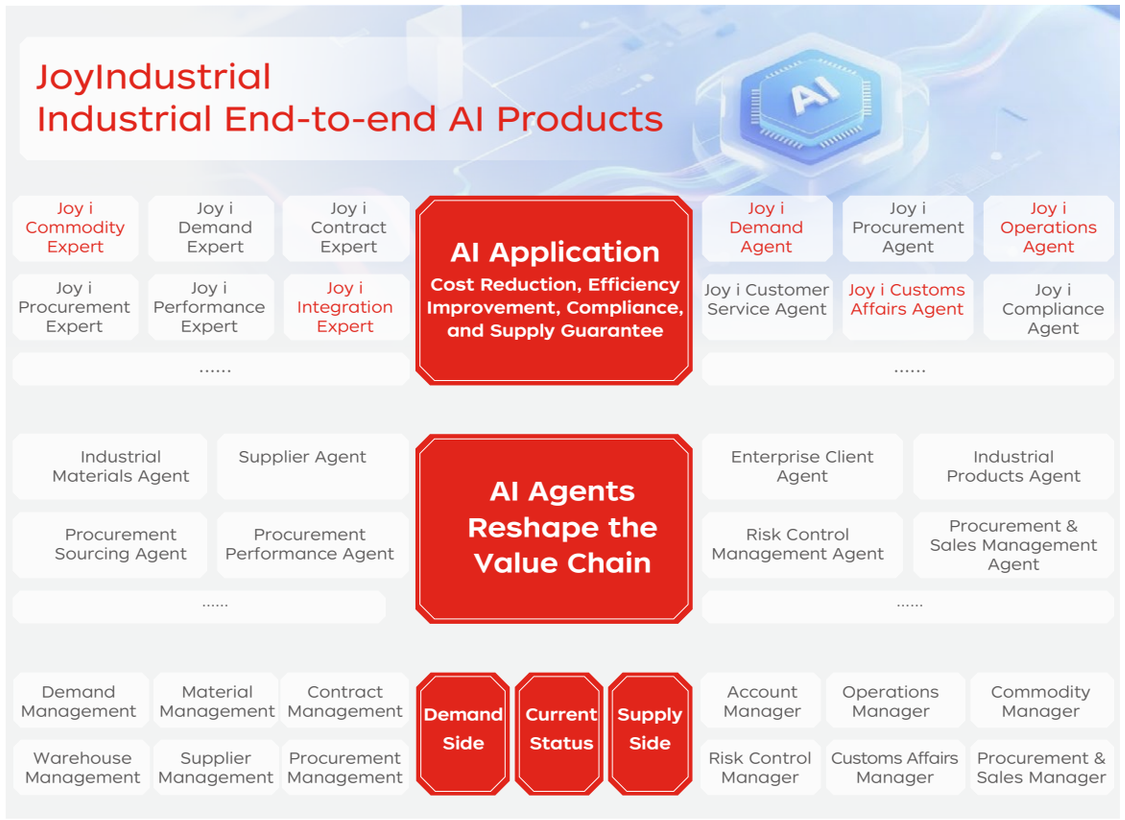
applied for **81** patents

Product and Service Innovation

In May 2025, we officially launched the JoyIndustrial Full-Industrial-Link AI Product. As of December 31, 2025, the product had served approximately 3,000 customers, with cumulative calls of its core functions reaching approximately 132 million times. Related achievements were awarded the China Industry & Information Technology Enterprise New Record by the China Industry News, and the First Prize for National Enterprise Management Innovation by the China Enterprise Confederation and China Enterprise Directors Association.

By leveraging its core capabilities of AI-powered supply-demand matching, process automation and compliance verification, the platform’ s Quotation Rate increased by approximately 44% against the pre-launch baseline. Till December 2025, it saved a cumulative of approximately 12,400 working hours for internal operations by reducing repetitive manual work with AI, providing technical support for enhancing delivery performance certainty, as well as improving the risk resistance and resilience of the supply chain.

In addition, the AI-driven compliance risk interception rate increased to approximately 96%, which significantly optimized internal governance efficiency, enabled employees to focus on high-value compliance management, and delivered dual improvement in both employee value and the Company’ s governance standards.



JINGDONG Industrials AI Products



Release of Large Language Model by JINGDONG Industrials

Case: "Chain-Driven Cities, Trillion-Yuan Savings" Initiative-Fueling Industry Transformation Through Innovation

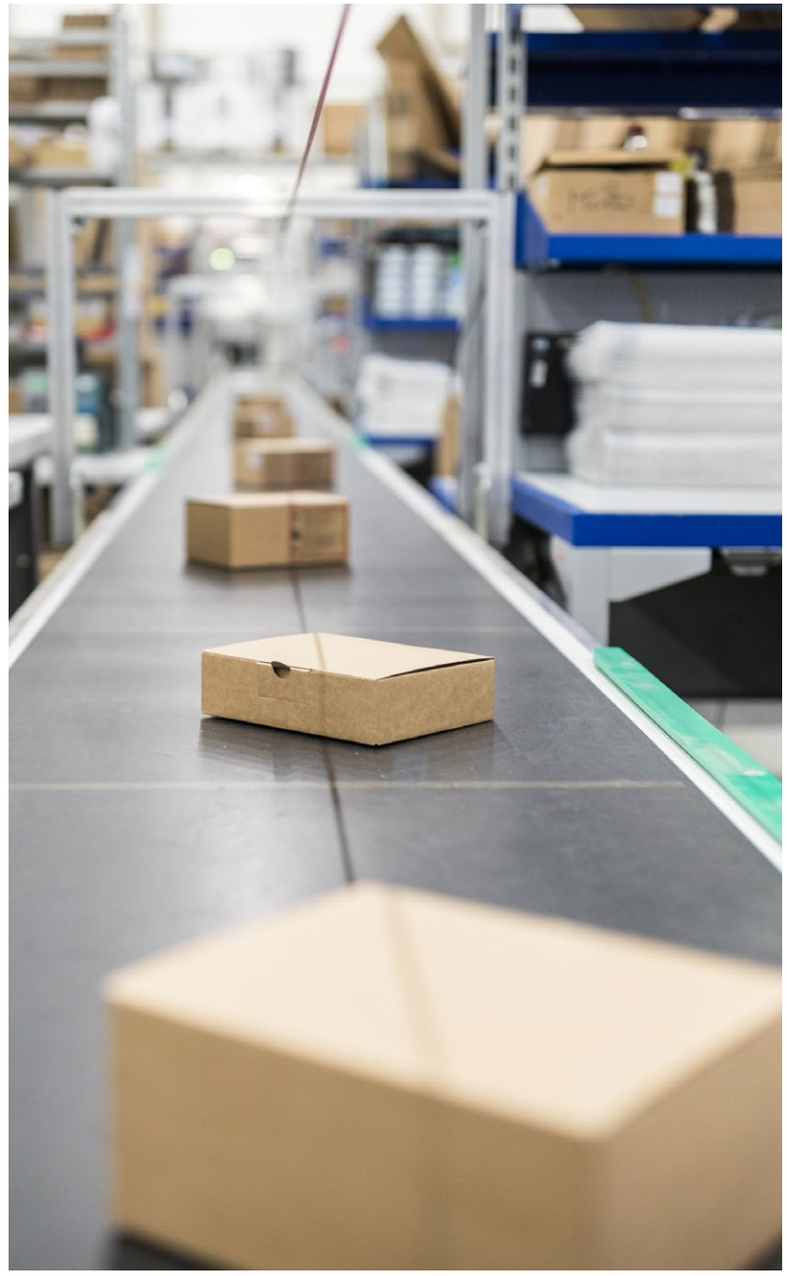
In April 2025, JINGDONG Industrials launched its "Chain-Driven Cities, Trillion-Yuan Savings" initiative, partnering with local governments and industry collaborators to open access to its "Taipu" intelligent digital supply chain platform. The initiative supports enterprises in strategic planning and end-to-end digital supply chain transformation. By redesigning supply chain workflows and boosting total factor productivity, the program is projected to cut transaction costs across China's industrial supply chain by over RMB one trillion, unlocking trillion-yuan profit potential for the broader industry.



"Chain-Driven Cities, Trillion-Yuan Savings" Initiative

2.2 Responsible Marketing

JINGDONG Industrials puts compliance operations and consumer rights protection high on its business agenda, and actively cultivates a responsible and trustworthy marketing environment. The Company strictly complies with the *Advertising Law of the People's Republic of China,* the *E-Commerce Law of the People's Republic of China,* the *Administrative Measures for Internet Advertising,* the *Anti-Unfair Competition Law of the People's Republic of China,* the *Law of the People's Republic of China on the Protection of Consumer Rights and Interests,* and other applicable laws and regulations. The Company further standardizes online marketing practices in accordance with the *JD Open Platform Marketing Activity Rules* to strengthen consumer trust. JINGDONG Industrials has built a full-chain responsible marketing management system covering pre-sales, during-sales, and after-sales, continuously refining the marketing ecosystem through the combination of systematic reviews, dynamic inspections, and closed-loop resolution.



JINGDONG Industrials Responsible Marketing System

Pre-sale

- We have deeply embedded AI audit capabilities into our processes, building high-precision algorithm models to intelligently screen product parameters, qualification documents, and historical merchant data.
- We continuously update entry standards, clearly requiring merchants to provide complete compliance qualifications and quality commitments, eliminating the risk of false advertising and misrepresented specifications at the source.

During sale

- We maintain a marketing strategy library built on a "one customer, one approach" model to meet the differentiated needs of different customer groups.
- We analyze customer purchasing preferences and fulfillment sensitivity through big data, dynamically adjusting product recommendation logic and fulfillment priorities.

After sale

- We focus on the quantitative management of customer experience indicators, maintaining a quality control system covering fulfillment timeliness, after-sales response, and invoicing accuracy.
- We identify service gaps and drive product and process iteration through data retrospective analysis.

2.3

Customer Service

JINGDONG Industrials puts customers at the center of everything it does, building a service quality improvement system around four core dimensions: commodity supply assurance, fair pricing, timely fulfillment, and satisfactory service, continuously deepening customer satisfaction.

Customer Experience Management

JINGDONG Industrials has built a customer experience management mechanism spanning headquarters, regional offices, and category-level business units, organized around six experience dimensions: product, price, service, solutions, technology, and innovation. Through mechanisms including daily monitoring, experience insights, issue escalation, specialized operations, and regular retrospective reviews, the Company has achieved closed-loop management across the full customer journey, including product selection, logistics fulfillment, after-sales service, and settlement and invoicing, continuously advancing systematic capability improvement. During the reporting period, two JINGDONG Industrials subsidiaries, Beijing JINGDONG Industrials Products Trading Co., Ltd. and Beijing JINGDONG Electrolysis Intelligent Technology Co., Ltd., obtained service management system certification.

JINGDONG Industrials Trust Customer Service Capability System

Capability Name		Capability Description
T-Thoughtful (T-Thoughtful)	Proactive service	We proactively issue early warnings and intervene pre-emptively throughout the entire service process to avoid production shutdown risks, ensuring customers have "peace of mind from the moment they place an order" and improving the overall procurement experience and efficiency.
R-Responsive (R-Responsive)	Omnichannel	We provide omnichannel services, including online, hotline, and enterprise messaging, with a 24-hour intelligent monitoring and early warning engine enabling extremely fast response and time-bound resolution.
U-Uninterrupted (U-Uninterrupted)	All-weather	We offer 24/7 all-weather service, with the experience engine providing 24/7 monitoring, early warnings, and second-level emergency response.
S-Specialized (S-Specialized)	Personalized offering	We provide comprehensive and customizable after-sales services covering personalized service guarantees and capabilities across the entire after-sales chain.
T-Tailored (T-Tailored)	JD Group self-operated customer service	JD Group self-operated enterprise customer service teams provide professional, customized services tailored to the specific needs of enterprises and the characteristics of their industry supply chains.

[10] NPS, Net Promoter Score, That is, the net recommended value.



Service Management System Certificate

Case: Launch Intelligent Customer Service System for Corporate Clients

To serve enterprise (B2B) customer consultation scenarios, the Company has leveraged its customer intent recognition model and industrial product AI model to empower frontline customer service staff, officially launching an intelligent customer service system for industrial B2B clients in 2025. By continuously expanding the coverage of intelligent service scenarios and channels, and utilizing AI-powered product search, commodity pooling, and parameter verification capabilities, the Company has reduced the processing time for manual customer service operations by 89.6%, significantly improving service efficiency. As at the end of the reporting period, the overall intelligent customer service coverage rate across all industrial customer segments has reached 73%, improving response efficiency while delivering a more professional and precise service experience.

Customer Satisfaction

JINGDONG Industrials remains guided by the principle of customer satisfaction, treating customer experience as a key measure of operational effectiveness. The Company has established a systematic and normalized customer satisfaction survey mechanism, comprehensively covering multiple dimensions including products, pricing, service, purchasing processes, and after-sales service, continuously collecting and analyzing customer feedback in depth to generate actionable insights and improvement directions.

The Company consistently listens to customer feedback and drives continuous improvement. In 2025, the Company made substantial progress in customer relationship management and experience building, achieving a significant improvement in NPS[10] of 4.5 percentage points compared to 2024, with customers demonstrating growing recognition of the Company's products and services.

Customer Service

Customer Complaint Handling

JINGDONG Industrials has always placed the protection of customer rights and interests high on its agenda, continuously optimizing its complaint management system to improve response efficiency and handling professionalism, driving ongoing service quality improvement. During the reporting period, the Company further standardized its end-to-end complaint management process, from complaint identification and rapid response through to closed-loop analysis and continuous optimization, ensuring all customer complaints are handled effectively. In 2025, the customer complaint ratio per 10,000 orders[11] was 0.25, and the number of customer complaints was 2,399[12], with all complaints receiving 100% timely responses and effective resolution.

JINGDONG Industrials Customer Complaint Response Mechanism

Complaint response

- **Identification and reporting:** Potential or confirmed customer complaints are reported through designated channels, including telephone, JoyME, and email, within 1 hour of occurrence.
- **Task breakdown:** We clarify the complaint response plan, defining the responsible parties, specific actions, and completion deadlines.
- **Timely response:** A formal response is issued to the customer within 24 hours of the complaint.

Processing and filing

- **Handling and follow-up:** We advance resolution in accordance with the established plan and maintain necessary communication with the customer.
- **Record filing:** After complaint closure, all relevant communications, handling records, and outcomes are filed.

Analysis and optimization

- **Regular review:** We conduct monthly statistical analysis of complaint data to identify common issues and opportunities for systemic improvement.
- **Root cause analysis:** We produce customer complaint root cause analysis reports to drive corrective and preventive measures across relevant departments.
- **Process iteration:** Based on analysis findings, we continuously optimize relevant processes, mechanisms, and product designs, completing the shift from "treating symptoms" to "addressing root causes."

[11] Customer complaint ratio of 10,000 orders: that is, the number of orders that generate customer complaints among 10,000 orders.

[12] This data is from the Market Supervision Administration.

During the reporting period

JINGDONG Industrial Products has

obtained the after-sales service certification



Product After-sales Service Certificate

Case: JINGDONG Industrials Optimizes Intelligent Motion Sensor Switch Sensitivity

Through customer feedback analysis, JINGDONG Industrials identified that certain motion sensor switches were being falsely triggered at long range due to excessive sensitivity, accounting for 28% of related customer complaints. The Company quickly collaborated with brand owners to initiate a product upgrade, iterating the core sensor technology to reasonably reduce the sensing range while preserving core functionality, improving sensing precision and anti-interference performance. Following the optimization, the proportion of related customer complaints dropped significantly to 13%, reducing customer inconvenience while effectively eliminating energy waste caused by unintended device activation.

Case: JINGDONG Industrials Improves Compression Resistance of Plastic Sandpaper Holder Packaging

In response to logistics damage complaints from customers, JINGDONG Industrials conducted a traceability analysis and identified the root cause: suppliers with limited e-commerce experience had used single-layer packaging with insufficient compression resistance. The Company worked with suppliers to upgrade the packaging to thickened double-layer cartons, significantly enhancing the products' resistance to compression during transit. Following the implementation of this packaging improvement, related customer complaints decreased by 58%, substantially improving customer satisfaction while effectively reducing material waste from transit damage and carbon emissions from re-delivery.

2.4 Information Security and Privacy Protection

JINGDONG Industrials prioritizes information security and privacy protection, preventing security risks and effectively safeguarding the legitimate rights and interests of customers, partners, and employees through normalized risk assessment, organization-wide security awareness training, and full lifecycle privacy management.

Information Security

JINGDONG Industrials complies with the *Data Security Law of the People's Republic of China,* the *Cybersecurity Law of the People's Republic of China*, and other applicable laws and regulations, and fully implements JD Group's information security management systems, including the *JD Group Information Security Management Measures*, the *Network Security Management Specifications*, and the *Supply Chain Security Management Specifications*. Building on this foundation, the Company has formulated internal management systems, including the *JINGDONG Industrials Data Management Specifications and Data Extraction Process*, the *JINGDONG Industrials Standardized Document Management System*, and the *JINGDONG Industrials Data Dashboard Management Specifications,* and established data classification and tiered management processes, a unified document management system, and visual permission controls for internal data use, preventing information leakage risks and safeguarding information security.

The Company fully cooperates with the Group's information security protection efforts, serving as a member of the security execution team within the Group's three-tier information security management structure, and strictly fulfilling responsibilities related to information security and privacy protection, including risk review and rectification, policy implementation, security incident reporting, and risk response. Building on the Group's normalized security governance framework, JINGDONG Industrials continuously strengthens its own information security protection system. The Company participates in the Group's comprehensive risk assessments every six months to systematically identify and prevent potential security vulnerabilities. The Company also completes at least one external audit and one internal review each year, ensuring the effective operation of security policies and systems through dual verification by third-party organizations and internal teams. During the reporting period, the Company obtained Level 3 certification for information system security classification and ISO 27001 Information Security Management System certification.

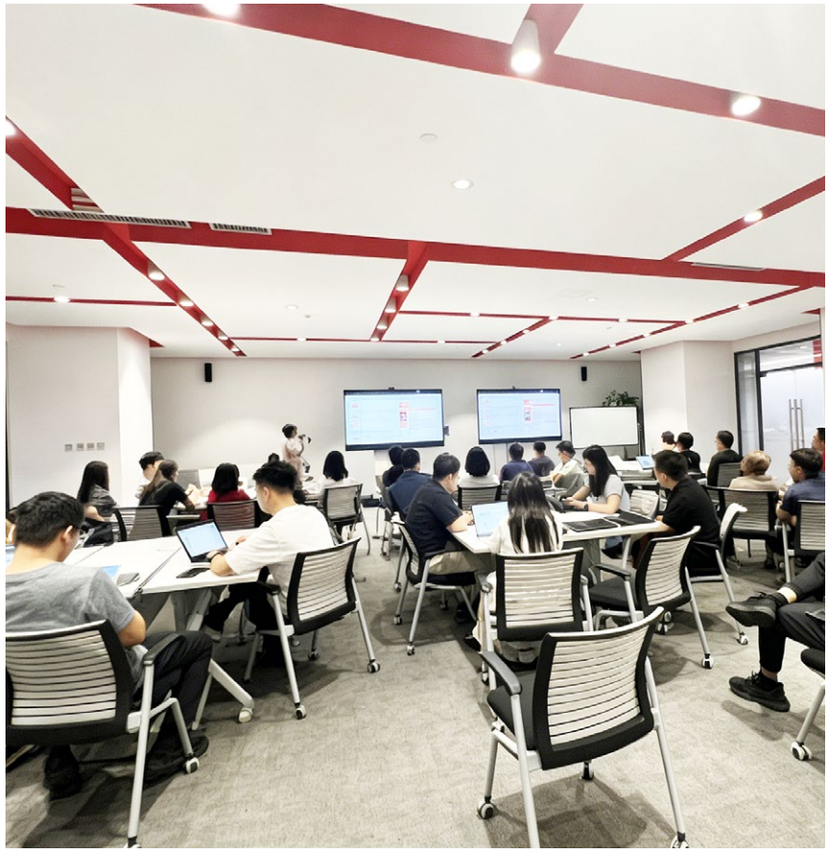


Information System Security Level Certification



Information Security Management System Certificate

The Company highly values information security training and continuously strengthens security awareness and protection capabilities across the organization. The Company conducts quarterly information security training sessions for management and all employees, covering key topics including information security policies and data security incident prevention measures, continuously strengthening employees' practical information security capabilities in day-to-day work, and collectively building a robust corporate information security defense.



Information Security Training Site

Privacy protection

JINGDONG Industrials has systematically implemented privacy protection measures in accordance with JD Group's the *Data and Privacy Security Management Standards*, the *Security Guidelines for Employees' Use of Sensitive Data*, the *Security Rules for User Privacy Data Storage*, and the *Protection Rules for Minor Personal Information*. The Company has implemented privacy protection measures covering the full lifecycle of user personal information, effectively protecting user privacy and preventing privacy breaches through data classification and tiered management. In 2025, the Company obtained ISO 27701 Privacy Information Management System certification. As at the end of the reporting period, the Company had not experienced any major privacy breach incidents.

In 2025

the Company obtained

ISO 27701 Privacy Information Management System certification

the Company had

not experienced any major privacy breach incidents

Customer Privacy Protection Measures

Customer privacy protection	Compliance principles and boundaries	◦ We strictly adhere to the principles of data minimization and purpose limitation, using data only within the scope of customers' express authorization. ◦ We clearly define our role as "data processor" in contracts, process data strictly in accordance with agreed purposes, and commit to not using data for advertising or other unauthorized commercial purposes.
	Technical protection measure	◦ We prevent unauthorized access, data leakage, and data loss through technical measures including logical isolation and access controls. ◦ We apply high-strength encryption algorithms, enforce strict data extraction and transmission rules, and complement these with internal procedures and controls to ensure data confidentiality.
	Organization and personnel management	◦ We impose strict confidentiality obligations on both internal and external personnel, and maintain a systematic compliance management mechanism to safeguard customer data rights and privacy.
Data classification and hierarchical management	Classification and grading	◦ We have established a systematic data governance framework, classifying data by sensitivity level, including confidential and top-secret classifications. ◦ Customer personal data is designated as a high-protection-level privacy category.
	Permissions and access control	◦ We enforce a strict approval-based access mechanism and conduct regular reviews of role-based access permissions.
	Technical control and behavioral constraints	◦ We have deployed terminal control measures, including screen capture prevention, to block unauthorized data transmission channels. ◦ We hold violators accountable while continuously strengthening data isolation and internal confidentiality capabilities.



Privacy Information Management System Certificate



03

Collaborative Supply Chain Management for Shared Value

By establishing a sound supply chain management system and risk prevention and control mechanism, JINGDONG Industrials has integrated sustainable development principles into the full process of procurement, collaboration, and supplier empowerment, and leveraged digital intelligence technology to drive overall industrial chain efficiency, working with partners to build a more resilient and socially responsible industrial supply chain ecosystem.

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Response to Material Toptic:

·Supply chain management



3.1

Supply Chain Management System

JINGDONG Industrials strictly complies with the *Government Procurement Law of the People's Republic of China,* the *Tendering and Bidding Law of the People's Republic of China,* and other applicable laws and regulations, and thoroughly implements the Group's supplier management systems, including the *JD Group Supplier Code of Conduct.* The Company has developed a suite of differentiated supplier quality management documents tailored to different business characteristics, ensuring that all supply chain management activities are governed by clear standards and procedures.

The business units are designated as the first line of defense for product quality and safety, with procurement, sales, quality control, and other teams collaborating to implement full lifecycle supplier management. Through systematic, process-based approval and monitoring mechanisms, the Company manages suppliers across their entire lifecycle, from onboarding and ongoing performance evaluation to optimization and, where necessary, orderly exit.

JINGDONG Industrials Suppliers in 2025

Total number of suppliers about
205,000

Number of suppliers in Mainland China about
204,590

Number of suppliers in Hong Kong, Macao, Taiwan and overseas regions about
410



Supplier Management Process

Management Stage	Management Initiatives	Key Performance
Supplier admission	◦ We rigorously review supplier credit ratings, ISO quality system certifications, and original manufacturing and R&D capabilities. ◦ We conduct on-site factory inspections, scoring suppliers across five dimensions: people, equipment, materials, methods, and environment[13]. ◦ We require all suppliers to sign the Anti-Commercial Bribery Agreement.	◦ **100%** of onboarded suppliers have signed the *Anti-Commercial Bribery Agreement*
Supplier assessment	◦ Quarterly performance evaluations based on key metrics covering indicators including QCR (quality complaint rate per million orders), on-time delivery rate, and product return rate. ◦ We determine cooperation priority based on performance, awarding recognition labels such as "Fast Fulfillment" and "Good Goods from Source" to top performers and providing order support.	◦ Performance evaluation coverage: **100%** ◦ QCR improvement **targets achieved**
Supplier withdrawal	◦ We have established a supplier blacklist and a one-vote veto system for red-line violations. ◦ We resolutely implement exit procedures for suppliers who fail consecutive assessments, engage in non-compliant production, or breach contractual safety requirements.	◦ **100%** resolution rate following risk identification

[13] "People, equipment, materials, methods and environment": refers to the five core factors that affect the quality of industrial product supply chain, namely, personnel operation, equipment status, material quality, standard methods and environmental control.

3.2 Supply Chain Risk Management

JINGDONG Industrials has established a multi-dimensional supply chain risk identification and early warning mechanism, ensuring supply chain stability and security through digital intelligence technology and dedicated management in parallel. Leveraging a financial risk control big data system, the Company monitors key risk dimensions in real time, including judicial risks, administrative penalties, and operational anomalies, throughout both supplier admission and ongoing management. When the system triggers a risk alert, the Company immediately initiates a verification procedure and refuses admission or initiates exit proceedings for suppliers with serious integrity or operational risks, safeguarding supply-side compliance and stability at the source.

The Company has established dedicated quality assurance and anomaly early warning mechanisms for suppliers across different business lines. For direct BOM material suppliers, the Company requires the signing of an *Anti-Counterfeiting Agreement* to achieve 100% genuine traceability of core materials. The Company also applies digital intelligence technology to dynamically monitor key production and fulfillment milestones in accordance with the *Supplier Timeliness Assessment Rules*. The Company strictly enforces a one-vote veto system for breaches of quality red lines, production safety violations, and contractual non-compliance, building a comprehensive supply chain safety defense. In 2025, the Company had no material supplier risk events.

100%
genuine traceability of core materials

Standardized Protocol Risk Prevention Measures

Contract Terms

1. Contracts are typically valid for 1 year.
2. Product pricing is determined with reference to cost, profit margin, and prevailing supply and demand conditions for comparable goods in the market.
3. The payment method supports prepayment or payment within seven working days after settlement is completed.
4. In case of product quality problems, the buyer reserves the right to return the goods according to law.
5. Either party may terminate the agreement early by providing 30 days' written notice.

Case: Special Action on Long-Tail Material Supply Disruption Risk Management

While providing long-tail material procurement services for a large household appliance customer, JINGDONG Industrials dispatched a service team each month to work alongside the customer's procurement and planning departments to screen the bill of materials. During a joint diagnostic meeting, the team identified a key integrated circuit in the customer's aftermarket spare parts at risk of supply discontinuation due to original manufacturer production cessation, with no early warning mechanism in place on the customer's side for such components.

Upon identifying the risk, JINGDONG Industrials quickly activated its emergency sourcing process, successfully securing traceable, qualified spot inventory within one month and establishing a three-year safety stock arrangement, while developing technical substitution options as contingency alternatives. This action not only resolved the customer's aftermarket supply crisis in a timely manner, but also enabled JINGDONG Industrials to collaborate with the customer in building a "high-risk materials dynamic monitoring dashboard," achieving pre-emptive control of potential risks. Through this dedicated governance initiative, risk decision-making efficiency improved by 70% for both parties, significantly strengthening supply chain resilience.



3.3 Supply Chain ESG Management

JINGDONG Industrials places strong emphasis on supply chain ESG management, systematically advancing supply chain ESG development through a series of measures including the establishment of green access standards and product packaging optimization. The Company has also joined the "Sunshine Integrity Alliance" co-founded by a number of leading enterprises, contributing to the Alliance's shared dishonest supplier list system, and participated in the drafting of the *Procurement Management Standards for State-owned Enterprises* to share its industry expertise. In 2025, the Company obtained Green Supply Chain Management System certification.

Supply Chain ESG Management Initiatives

Initiative	Management Initiatives
Sunshine procurement and compliance management	∘ We participate in the "Sunshine Integrity Alliance" and add suppliers who engage in bribery or other violations to the Alliance's dishonest supplier list. ∘ We continuously advance sunshine procurement practices to ensure 100% traceability across all procurement activities. ∘ We leverage intelligent algorithms and fully online operations to minimize manual intervention.
Green admission and screening	∘ We give priority to suppliers that adopt green production processes and meet environmental standards. ∘ We sign the *Environmental Protection Agreement* with suppliers that clearly specify energy consumption, pollutant emission, and eco-friendly packaging requirements.
Product packaging optimization	∘ We continuously optimize packaging specifications for our own-brand products, changing fire extinguisher packaging from a "one bottle, one box" format to "four bottles, one box," significantly reducing the use of cartons and filler materials.
Green incentives and constraints	∘ We give preferential cooperation status and order incentives to suppliers with outstanding environmental performance. ∘ We require suppliers falling short of environmental standards to rectify within a specified timeframe, and terminate cooperation where rectification proves ineffective.


BCC
绿色供应链管理体系认证证书
证 明
北京京东工业品贸易有限公司
绿色供应链管理体系符合GB/T33635-2017《绿色制造 制造企业绿色供应链管理导则》,适用于
与京东商城五金机电、元器件（限营业执照和行政许可经营的范围内）的营销服务相关的绿色供应链管理活动
新世纪检验认证有限责任公司
总经理:
CERTIFICATE

Green Supply Chain Management System Certification



Case: Supporting a Large Catering Industry Customer in Meeting High-Standard Procurement Requirements

When undertaking a procurement project for masks and related protective materials on behalf of a large catering customer, JINGDONG Industrials encountered clear and stringent ESG compliance requirements for all cooperating suppliers and their supply chains, with the customer specifically requiring partner factories to hold relevant social responsibility and environmental management certifications.

Leveraging its well-established supplier tiered management system, JINGDONG Industrials conducted dedicated ESG audits of candidate factories. The audits covered not only basic production qualifications, but placed particular emphasis on evaluating each factory's compliance and performance in labor rights protection, occupational health and safety management, and environmental protection. The Company successfully identified and matched high-standard partner factories meeting all ESG certification requirements, demonstrating JINGDONG Industrials' professional capability to create added value for customers through systematic ESG management.

3.4 Supplier Communication and Training

JINGDONG Industrials prioritizes supplier communication and training, conveying green development principles throughout the supply chain through a normalized communication and empowerment mechanism. The Company shares technical expertise in energy conservation and emission reduction throughout the course of its partnerships, and minimizes the negative environmental impact across all supply chain links through joint R&D and management empowerment.

Supplier Exchange and Training Initiatives

Green concept transmission	◦ We communicate green development requirements to suppliers, share energy-saving and emission reduction technologies and experience, collaborate on emission reduction projects, and jointly improve energy efficiency across the supply chain.
Technology R&D synergy	◦ We jointly develop energy-saving technologies with suppliers to reduce product energy consumption through production process optimization, and explore eco-friendly packaging alternatives together.
Digital intelligent operations empowerment	◦ We leverage data-driven product selection methodologies to guide our procurement and sales teams in helping suppliers accurately match user behavior data and achieve demand-driven production.
Quality management training	◦ We organize dedicated training sessions on quality standards and red-line requirements, with on-site guidance provided by specialist supplier quality engineers (SQE) to strengthen supplier management capabilities.
Supplier meeting	◦ We hold annual supplier conferences. In 2025, under the theme of "Gathering Momentum, Growing Together," the Company released a number of business plans and strategic initiatives, and presented suppliers with four major awards across the dimensions of service, performance, innovation, and strategy.
Normalized communication mechanism	◦ We have established a monthly on-site service team and joint diagnostic meeting mechanism to identify supply risks through in-depth frontline communication and improve collaboration efficiency between both parties.

[14] PCR: Post-Consumer Recycled, or Post-Consumer Recycled material.

Case: Partnering with Factories to Promote Green Packaging, Reducing Carbon Emissions by Over 1,700 Tonnes

JINGDONG Industrials' own brand "Huixiang" and supplier Dajue New Materials have jointly promoted PCR[14] (Post-Consumer Recycled) stretch wrap film. From May to December 2025, the Company supplied approximately 2,500 tonnes of this green product in total. Compared with conventional virgin plastics, this initiative is estimated to have reduced carbon emissions by approximately 1,780 tonnes, equivalent to the annual carbon absorption of 178,000 mature trees, or a forest covering approximately 300 standard football fields. This collaboration has effectively advanced the green and low-carbon transformation of the industrial sector through product innovation and supply chain synergy.



JINGDONG Industrials Exclusive Production Line



3.5

Supply Chain Solution that Integrates Digitalization and Products

JINGDONG Industrials has remained committed to advancing the digital and intelligent transformation of enterprise supply chains, independently developing the "Taipu" supply chain solution that integrates digitalization and products. The platform provides customers and suppliers with end-to-end service support covering strategic consulting and planning, full-chain technology and delivery, commodity supply chain management, operational support, and value-added services. By building a digital intelligence "expressway" connecting both ends of supply and demand, "Taipu" enables more data to flow and less physical goods to move.

On the supply side, "Taipu" aggregates extensive high-quality supplier resources, connects demand-side planning and inventory information, compresses intermediate links, and leverages intelligent decision-making to achieve optimal supply-demand matching. On the demand side, the solution focuses on reshaping and empowering enterprises' internal supply chain systems, helping them achieve multiple objectives including compliant operations, stable supply assurance, cost optimization, efficiency improvement, and business innovation, through professional consulting, technical tools, and operational services.

"Taipu" not only helps industrial enterprises achieve cost reduction, efficiency improvement, supply assurance, and management standardization, but also advances overall industrial operating efficiency by improving the precision of social-level supply-demand matching and reducing industrial chain coordination costs. "Taipu" delivers a flexible service portfolio spanning consulting and diagnosis, top-level design, and system implementation, tailored to each enterprise's scale, development stage, and digital maturity. By integrating general supply chain technology with deep industry expertise and reusing clients' existing digital assets, the platform accurately addresses industry-specific needs while effectively controlling additional investment and transformation costs for customers. To date, the "Taipu" supply chain solution that integrates digitalization and products has been successfully deployed and continues to deepen its presence across multiple industries including manufacturing, energy, and transportation.



"Taipu" Digital and Real Integration Engine

The Company has also innovatively launched a "scenario-driven" B2B/B2C[15] integrated supply model that automatically identifies the needs of different customer groups and significantly lowers the threshold for procurement decision-making.

Key Performance

Annual GMV[16] of the innovative "Fengtou Plan" business reached

RMB685million

with a target achievement rate of

109%

Anual GMV of the "Scene Purchase" online platform (e.g., app, PC, etc.) reached

tens of millions of RMB

Scenario-based product was launched from scratch, achieving a key capability shift from traditional e-commerce operations to scenario solution operations

The unmanned store single-point model for construction sites under the "Fengtou Plan" has passed verification, with the 2026 target to

continue expanding

in this field

The Company periodically organizes digital and intelligent supply chain activities with partners, helping them accelerate their digital transformation through training sessions and showcases of representative cases.

Case: Zero-Carbon Factory "Going Green" - Digital Intelligence Driving Green Production

In October 2025, JINGDONG Industrials and its ecosystem partner launched the "Going Green" media factory exploration event. Through online live streaming and in-depth interviews, the event showcased the digital and intelligent supply chain capabilities underpinning zero-carbon factory across multiple dimensions, providing on-site analysis of digital production process transformation and low-carbon supply practices. The event attracted more than 200,000 online views in total, effectively promoting the advanced concepts of "zero-carbon production" and "digital and intelligent supply" across the industry.

[15] B/C: C-end customer group (foreman, maintenance master) to B-end customer group (small and medium-sized engineering companies, property companies).

[16] GMV: Gross Merchandise Volume, which in the field of e-commerce usually refers to the total amount of orders on the platform within a certain period of time, including paid, unpaid and possibly returned orders.

04

Green Operations and Low Carbon Development

JINGDONG Industrials has coordinated its climate change response and ecological environmental protection efforts, systematically building a complete management framework covering governance, strategy, risk management, and metrics and targets, and continuously advancing green operations and low-carbon transition through environmental management, resource optimization, and related initiatives.

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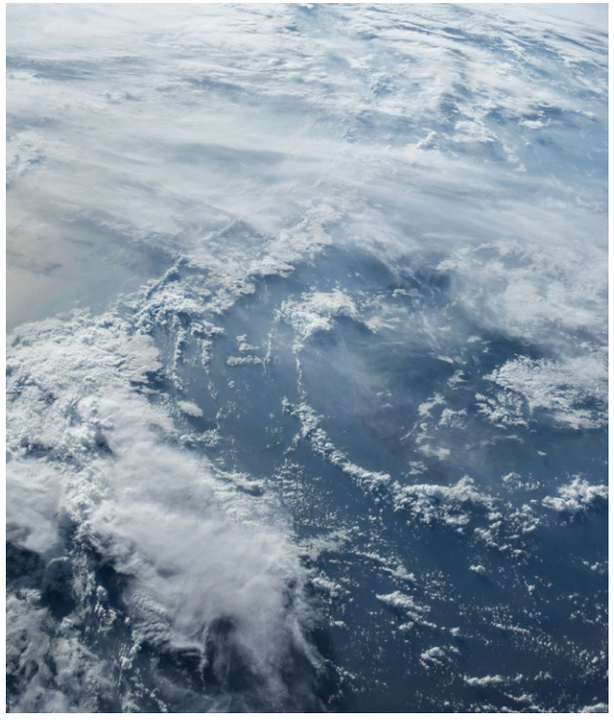
Response to Material Toptics:

- Environmental compliance management
- Addressing climate change
- Resources use
- Emissions management
- Product carbon footprint



4.1 Addressing Climate Change

JINGDONG Industrials upholds a scientific, systematic, and forward-looking approach to climate governance, fully adhering to the TCFD framework requirements. The Company has built a climate change management system covering governance, strategy, risk management, and metrics and targets, con-tinuously strengthening its climate reslience and sustainable development capabilities.



Governance

JINGDONG Industrials has established a top-down, three-tier climate change governance structure. The Board is responsible for top-level decision-making and oversight on climate change matters, the Operations Management and Strategy Execution Committee is responsible for formulating climate strategies and reporting to the Board, and the ESG and Climate Working Group is responsible for advancing data management, climate risk response, and action implementation. All tiers maintain clear responsibilities and work in close coordination to drive the integration of climate strategy into the Company's operations. For details on the climate change governance framework, please refer to Section 1.1.1 ESG Governance System.

Strategy

In accordance with the *Implementation Guidance for Climate Disclosures under HKEX ESG Reporting Framework*, JINGDONG Industrials has adopted the scenario analysis framework and core parameters of the United Nations Intergovernmental Panel on Climate Change (IPCC) and the International Energy Agency (IEA) to develop a highly differentiated set of climate scenarios. Through comprehensive analysis of the potential impact of climate change on strategic pathways, business models, and financial planning, the Company has identified key risks and opportunities, continuously strengthened its climate resilience, and established a robust data and decision-making foundation for long-term sustainable development.

JINGDONG Industrials Climate Change Scenario

Risk Categories	Selected Scenario	Scenario Description
Physical risk	RCP 2.6	Global adoption of aggressive emission reduction actions to achieve net-zero emissions and limit temperature rise to within 2℃
	RCP 8.5	Sustained high greenhouse gas growth due to insufficient emission reduction measures, with global warming projected to exceed 4℃
Transition risk	Stated Policies Scenario (STEPS)	Based on currently implemented and announced policies, with no assumption that long-term climate targets will be achieved
	Announced Pledges Scenario (APS)	Based on each country's declared emission reduction targets and commitments, assuming full and on-time delivery of national targets
	Net Zero Emissions by 2050 Scenario (NZE)	Assumes net-zero carbon dioxide emissions in the energy sector by 2050, limiting global temperature rise to within 1.5℃

Based on the scenario analysis model, the Company has systematically identified and analyzed four types of physical risks and six types of transition risks. In response, the Company has formulated differentiated response strategies addressing multiple dimensions, including supply chain resilience building, energy mix optimization, and compliance management, to effectively manage climate-related risks and ensure sustainable business development.

JINGDONG Industrials Physical Risk Identification and Response Measures

Risk Types	Risk Name	Time Horizon	Risk Description	Response Measures
Acute risk	Increased risk of rainstorm and flood disasters	Short-term Medium-term Long-term	Extreme weather may cause damage to warehouses and water backflow, resulting in damp depreciation of industrial products and triggering inventory impairment	We strengthen the flood and waterlogging resilience of warehouse facilities, improve emergency response plans, and reduce the impact of extreme weather on inventory.
	Increase in typhoon intensity and frequency	Short-term Medium-term Long-term	Delivery disruptions in affected areas cause goods to be delayed or damaged, resulting in higher return rates and declining customer satisfaction.	We optimize logistics network layouts, establish regional emergency distribution mechanisms, and improve supply chain resilience and response efficiency.
	Frequent occurrence of extreme heat events	Short-term Medium-term Long-term	Frequent high-temperature events require additional subsidies and cooling supplies for frontline workers, driving up labor costs.	We strengthen employee care mechanisms, adjust working hours appropriately, and provide necessary cooling supplies to safeguard employee health and production stability.
Chronic risk	The global average temperature continues to rise	Long-term	Rising demand for refrigeration and electricity significantly increases energy consumption costs.	We advance energy efficiency improvements and energy-saving technology adoption, optimize air conditioning and power system operations, and control energy costs.

JINGDONG Industrials Transition Risk Identification and Response Measures

Risk Types	Risk Name	Time Horizon	Risk Description	Response Measures
Policy and regulatory risk	Tightening climate policy and disclosure requirements	Short-term Medium-term Long-term	Compliance with increasingly stringent climate policies and disclosure requirements demands greater investment in personnel and capital, ongoing climate risk assessments, and continuous improvement of the disclosure framework.	We have established a normalized climate risk assessment and information disclosure mechanism to ensure continuous improvements in compliance and transparency.
	Carbon pricing mechanism implementation and rising carbon prices	Long-term	As China continues to develop its carbon market and regulatory requirements tighten, the Company faces stricter emission reduction compliance obligations and rising operating costs from low-carbon technology adoption.	We are accelerating the development of carbon emission monitoring and accounting systems, advancing energy conservation and carbon reduction projects, and strengthening carbon cost management capabilities.
	Increased risk of climate litigation and sanctions	Long-term	As global climate governance accelerates, the Company faces increasingly stringent policy and compliance risks in climate disclosure and environmental responsibility.	We strengthen environmental compliance management, improve climate information disclosure processes, and proactively address potential legal and reputational risks.
Technical risk	Accelerated investment and application of low-carbon technology research and development	Medium-term Long-term	Green transition requires investment in new technologies and models, including green packaging, energy-saving equipment, and green products, with risks of high upfront costs and uncertain outcomes.	We have developed a green technology innovation roadmap and are advancing low-carbon technology pilots and large-scale application in a phased manner.
Reputation risk	Increased stakeholder attention or negative feedback	Medium-term Long-term	Rising stakeholder expectations regarding climate performance may damage corporate reputation and trust if the Company fails to respond effectively.	We strengthen stakeholder communication, publish regular sustainability progress reports, and enhance transparency and public trust.
Market risk	Increased low-carbon demand from customers and consumers	Medium-term Long-term	Customer demand for green products, low-carbon distribution, and eco-friendly packaging continues to grow, and inadequate response may lead to customer attrition.	We are accelerating the development of a green supply chain, continuously improving the green attributes of raw materials, packaging, and logistics, and meeting customers' low-carbon requirements.

While actively managing climate change risks, JINGDONG Industrials has also systematically identified and pursued key opportunities in the green transition, driving sustainable business growth and value chain collaboration through forward-looking positioning and innovative practice.

JINGDONG Industrials Transition Opportunity Identification and Response Measures

Opportunity Categories	Opportunity Name	Time Horizon	Opportunity Description	Transition Measures
Market and product opportunity	Growing demand for low-carbon products and services	Medium-term Long-term	Customers' demand for green industrial products, energy-saving equipment and low-carbon solutions continues to rise, driving the expansion of relevant markets.	We are accelerating the development of a green product pool, providing carbon footprint-traceable products, and launching carbon footprint accounting services.
Operational and cost opportunity	Energy mix optimization and cost savings	Medium-term Long-term	The reduction of renewable energy costs and the popularization of energy efficiency improvement technologies can reduce long-term energy expenditure and improve operational resilience.	We are deploying clean energy such as photovoltaics at scale and advancing the electrification and intelligent energy-saving transformation of warehousing and logistics operations.
Technology and innovation opportunity	Low-carbon technology application and innovation drive	Medium-term Long-term	The integration of digitalization and green technologies (such as AI energy efficiency management and low-carbon logistics algorithms) can improve efficiency and form technical barriers.	We have established dedicated green technology R&D initiatives and are piloting and scaling smart energy management and green packaging material solutions.
Supply chain synergy opportunity	Ecological construction of green supply chain	Medium-term Long-term	Driving upstream and downstream partners to jointly reduce emissions can improve the resilience of the whole chain, reduce compliance risks and enhance customer trust.	We have established supplier carbon management standards, conducting joint emission reduction projects, and built a collaborative framework for green procurement and low-carbon logistics.
Policy and financing opportunity	Green finance and policy incentives	Medium-term Long-term	Projects in line with the national low-carbon orientation can obtain green credit, subsidies and tax incentives, reducing the pressure of transformation funds.	We actively pursue green factory and energy-saving retrofit qualifications, expand green bond and other financing channels, and seek policy support.
Reputation and brand opportunity	Sustainable development brand value enhancement	Long-term	Leading climate action and transparent disclosure can enhance investor confidence, attract high-value customers, and increase brand premium.	We systematically disclose progress against climate targets, participate in the formulation of industry green standards, and strengthen ESG communication and brand building.

Risk Management

JINGDONG Industrials has built a systematic climate change risk management process covering three key stages: risk identification and screening, risk assessment and prioritization, and risk response and control, comprehensively strengthening the Company's capacity for forward-looking climate risk identification and integrated response.

Climate Risk Management Process

Risk Identification and Screening

Identify climate-related physical and transition risks and establish a risk inventory by considering macro policies, industry regulations, and stakeholder demands.

Risk Assessment and Prioritization

Classify risks based on their likelihood of occurrence and impact magnitude, and select key risk points that have a material impact on the company's business.

Risk Response and Control

Develop specific response strategies and action plans for the identified material risks, and strengthen risk management and control measures.

Metrics and Targets

JINGDONG Industrials has set quantifiable and trackable climate-related indicators and science-based targets, continuously improving environmental performance and long-term resilience, and driving the delivery of sustainable development goals.

GHG Emissions of JINGDONG Industrials in 2025

Direct (Scope 1) GHG emissions

18.72 tCO_2e

Indirect (Scope 2) GHG emissions[17]

885.55 tCO_2e

Other indirect (Scope 3) GHG emissions[18]

44,525.63 tCO_2e

Total GHG emissions

45,429.91 tCO_2e

GHG emission intensity

18.78 tCO_2e/person



[17] Scope 2 emissions are calculated using the market-based method.

[18] Scope 3 categories include: purchased goods and services, capital goods, fuel and energy-related activities, upstream transportation and distribution, waste generated in operations, business travel, employee commuting, and end-of-life treatment of sold products.

JINGDONG Industrials Green Carbon Reduction Action

Green warehousing

- We fully deploy distributed solar power generation systems across the rooftops of our warehouse facilities, working toward building one of the world's most extensive rooftop photovoltaic networks and advancing the transition to a clean, low-carbon energy system.

Green packaging

- We have progressively reduced the use of foam packaging and have fully transitioned to biodegradable packaging materials by improving material durability, optimizing structural design, and strengthening recycling mechanisms.
- We have also integrated AI algorithms, clean energy, and eco-friendly transportation equipment to build a full lifecycle management system for packaging materials, establishing a resource-efficient circular green development pathway.

Green transportation

- We have built large-scale new energy vehicle fleets across multiple core cities and continuously advanced the electrification of partner transportation fleets, systematically reducing carbon emission intensity across logistics operations.

Low carbon material applications

- We actively apply PCR stretch wrap film in our BOM business. From May to December 2025, we applied about 2,500 tonnes of PCR stretch wrap film, estimated to reduce carbon emissions by approximately 1,780 tonnes compared to conventional virgin petroleum-based products.

Digital intelligence technology

- We have developed an intelligent demand forecasting system to significantly improve information transmission and collaboration efficiency across industrial chain points.
- We have also deployed new infrastructure including intelligent industrial warehousing systems, blockchain supply chain platforms, and mobile smart warehouses, leveraging technology to reduce fuel consumption and transportation emissions across the industry.

Supply chain and carbon reduction synergy

- We have leveraged intelligent demand forecasting to enable advance order deployment, achieving carbon emission reductions in industrial logistics.
- By integrating energy conservation and emission reduction requirements into our supply chain management system, we have guided suppliers to jointly set carbon reduction targets and provided dedicated incentives to partners who demonstrate outstanding performance.

4.2 Environmental Management

JINGDONG Industrials has consistently upheld compliance with laws and regulations alongside its commitment to green development, establishing a comprehensive closed-loop management system covering environmental management, waste disposal, and emissions control, and continuously strengthening its environmental governance capabilities and ecological performance.

Environmental Management System

JINGDONG Industrials strictly complies with the *Environmental Protection Law of the People's Republic of China,* the *Environmental Impact Assessment Law of the People's Republic of China*, and other applicable laws and regulations, continuously strengthening its internal environmental management mechanisms and compliance operations. In 2025, the Company had no environmental incidents with a significant impact on the environment or natural resources.

The Company has systematically advanced the development and optimization of its environmental management system, continuously improving management suitability, feasibility, and effectiveness through regular system evaluations. By the end of 2025, JINGDONG Industrial Products had obtained ISO 14001 Environmental Management System certification, Green Factory Management System certification, Green Power Application Evaluation Management System certification, Green Supply Chain Management System certification, and a number of other authoritative accreditations.



Environmental Management System Certificate



Green Factory Management System Certificate



Certificate of Green Power Application Evaluation Management System



Green Supply Chain Management System Certification

Waste Management

JINGDONG Industrials complies with the *Law of the People's Republic of China on the Prevention and Control of Environmental Pollution by Solid Waste* and other applicable regulations, and has remained committed to building a standardized waste management system. The Company implements classified waste management based on the characteristics of each waste type, ensuring compliant disposal of all waste categories and maintaining a closed loop of environmental safety and management oversight. The Company has also set waste reduction targets and continues to advance resource recycling and green operations.

Solid Waste Management Initiatives

Garbage Classification

- Scientifically configure sorting facilities in office and storage areas, and guide all staff to sort waste properly through clear signs to ensure accurate sorting at the source.

Garbage Disposal

- Strictly comply with regulatory requirements, entrust qualified hazardous waste treatment enterprises to safely dispose of hazardous waste, and adhere to the environmental protection bottom line. For residual waste that cannot be recycled, uniformly hand it over to local sanitation departments for centralized collection and harmless treatment.

Circular Utilization

- For materials such as waste paper and waste plastics, establish long-term cooperation mechanisms with professional institutions, conduct regular resource-based disposal, and turn waste into treasure.



Garbage Classification

The Company has strengthened its material recycling system. It has developed and implemented the *Regulations for the Management of Office Furniture and Materials Scrapping in the Workplace*, and established a full-process, traceable management mechanism covering classification and identification, ledger management, approval and workflow, reuse and reallocation, and compliant disposal, effectively ensuring asset disposal compliance and efficient resource utilization.

The Company actively promotes recycling practices to reduce resource consumption and environmental impact. We have installed dedicated battery recycling bins at service desks to systematically collect and professionally process used batteries. We also advance the reuse of decommissioned electronic equipment and office appliances to improve resource utilization efficiency and effectively reduce waste generation.



Battery Recycling Bin

Emissions Management

JINGDONG Industrials complies with the *Law of the People's Republic of China on the Prevention and Control of Atmospheric Pollution,* the *Law of the People's Republic of China on the Prevention and Control of Water Pollution*, and other applicable laws and regulations, and has continuously strengthened its emissions control. Through refined management and technology upgrades, the Company has comprehensively improved the efficiency of its waste gas and wastewater treatment processes, ensuring emissions compliance, process controllability, and environmental friendliness. The Company has also set targets for reducing waste gas and wastewater emissions, and continues to advance source-level emission reduction and end-to-end environmental performance optimization.

Emissions Management Initiatives

Waste Gas Management

- Strengthen the operation and maintenance management of fuel-powered vehicles, implement regular inspections and standardized maintenance to ensure the engine operates under optimal conditions, and reduce tailpipe emissions exceeding standards caused by mechanical failures or performance degradation at the source.
- Promote the energy efficiency upgrade of energy-consuming equipment in storage facilities, replace them with new high-efficiency, energy-saving and low-emission heating and ventilation systems, and reduce energy consumption and waste gas generation at the system level.

Wastewater Management

- Domestic sewage in the office area is centrally transported to the sewage treatment plant through the municipal pipe network. Pre-treatment facilities such as oil separators and septic tanks are installed to effectively remove major pollutants such as grease and suspended solids, and improve the stability of influent water quality.
- Clean wastewater generated in the storage area is treated separately according to the characteristics of its pollutants. First, physical means such as grid interception, sedimentation separation and air flotation are used for preliminary purification; then biological treatment technologies such as activated sludge method and biofilm method are combined to degrade organic matter with microorganisms; finally, disinfection processes are adopted to ensure the effluent quality meets discharge standards, realizing safe reuse or compliant discharge.

JINGDONG Industrials Emissions Performance in 2025[19]

Wastewater discharge

14,543.49 Tonnes

Wastewater discharge intensity

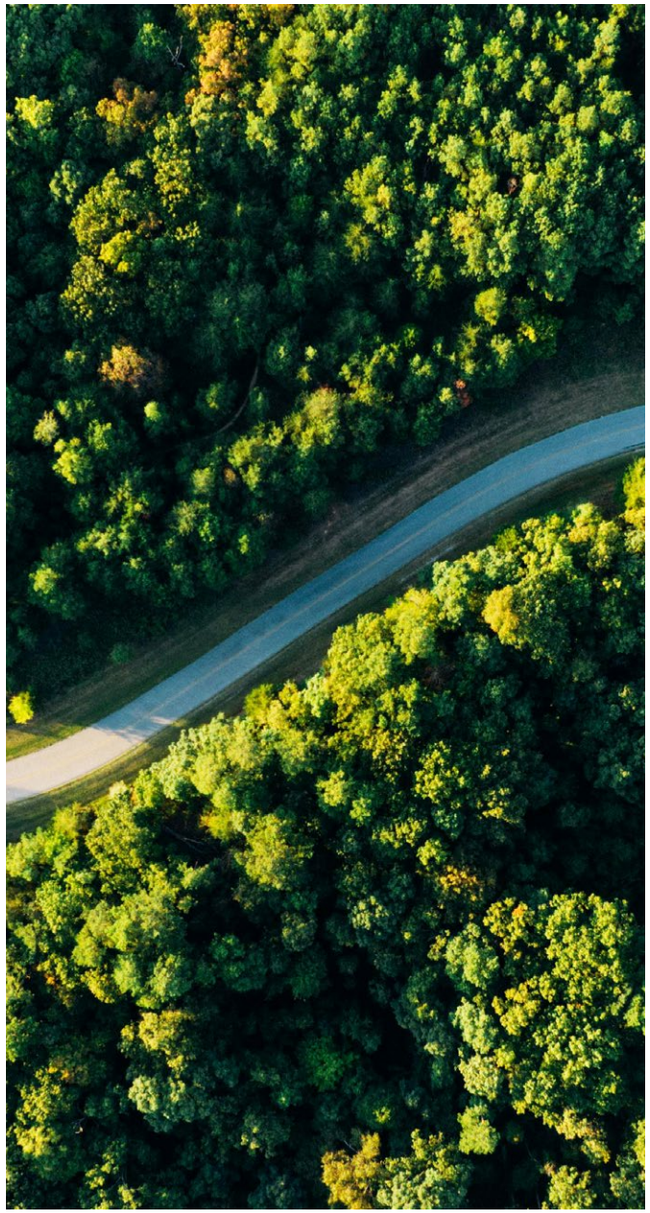
6.01 Tonnes/person

Total non-hazardous waste

246.54 Tonnes

Non-hazardous waste intensity

0.10 Tonnes/person



[19] During the reporting period, the Company had no manufacturing activities, therefore waste gas emissions and hazardous waste were 0 tonnes.

Green and Environmentally-Friendly Operations

JINGDONG Industrials systematically promotes the practice of green office, and builds a sustainable operation system covering all scenarios around five dimensions: digital office, low-carbon travel, energy management, resource recycling and green catering.

Green Office Initiatives

Digital office transformation

- We have fully implemented paperless office processes, adopting electronic approval systems and remote meeting platforms.
- We strictly enforce the "Meeting 333 Principles": decision-making materials must not exceed 3 pages, individual meetings are capped at 30 minutes, and no topic may be discussed for more than 3 rounds, effectively improving meeting efficiency and reducing resource consumption.

Low-carbon travel system

- We promote public transportation and cycling for commuting and encourage reduced private vehicle use. We have upgraded commuting infrastructure, renovated bicycle parking areas, and continuously increased the proportion of new energy vehicles.
- We also collaborate with mobility platforms to optimize ridesharing systems, reducing commuting carbon footprints through route planning and clean energy vehicles.

Refined energy management

- We have fully adopted energy-efficiency-certified equipment and rolled out LED lighting across all office areas.
- We enforce air conditioning temperature control standards (at or above 26℃ in summer and at or below 20℃ in winter), implement equipment power management standards, and require standby power to be switched off during non-working hours.

Sustainable resource cycle

- We have implemented electronic document management to reduce paper consumption.
- We have established a recycling mechanism for office supplies including standardized collection and reuse of envelopes and document bags.
- We procure environmentally certified office furniture and have introduced drought-tolerant plants in office areas to reduce water consumption for maintenance.

Green catering management

- We conduct food conservation initiatives such as the "Clean Plate Campaign," using a points-based reward system to encourage employee participation.
- We have optimized cooperation mechanisms with catering suppliers and introduced differentiated portion size options to reduce food waste at the source.
- We also implement concurrent water-saving measures to eliminate inefficient water use in office settings.

Recycling of packaging materials

- We actively promote the use of recyclable packaging materials.
- We have established a packaging waste recycling system, encouraging customers to return reusable packaging after receipt for processing and reuse.

JINGDONG Industrials 2025 Packaging Material Use Performance

Total amount of packaging materials used[20]

2,370.96 Tonnes

Packaging material use density

0.98 Tonnes/person

The Company has systematically built a green culture development framework, deeply embedding sustainable development principles into employees' professional growth journeys. We offer dedicated training courses on environmental policy interpretation and low-carbon technology application, and invite subject matter experts to deliver specialist seminars, comprehensively raising employees' ecological awareness and practical capabilities. Leveraging our internal communications platform, we have established a normalized green awareness mechanism, continuously sharing green office knowledge and case studies to foster a company-wide culture of sustainability.

On the environmental protection front, the Company has actively expanded the scope of its ecological conservation actions. We regularly organize vegetation restoration activities and advance carbon sink capacity through scientific tree planting. We also carry out water ecosystem protection volunteer initiatives, participating in river management and habitat maintenance. In addition, we have established a dedicated environmental protection fund to support public welfare projects in areas including air pollution prevention, water environment protection, and biodiversity conservation, forming a green development model of collaborative governance between the enterprise and society.

[20] The number for JINGDONG Industrials' packaging materials was calculated based on the proportion of JINGDONG Industrials' orders within JD Logistics, Inc. ("JD Logistics") total orders.

4.3 Resources Use

Guided by its commitment to sustainable development, JINGDONG Industrials has systematically advanced energy conservation and consumption reduction practices by strengthening its energy and water resource management systems, continuously optimizing the efficiency and utilization of all resources to provide a solid foundation for sustainable operations.

Energy Management

In compliance with the *Energy Conservation Law of the People's Republic of China* and other applicable laws and regulations, JINGDONG Industrials has comprehensively improved energy utilization efficiency through scientific energy consumption management, clean energy adoption, and the implementation of energy-saving technologies. The Company has established a comprehensive energy management accountability system with clearly defined responsibilities at every level, forming a collaborative governance mechanism that links top management with frontline operations. Through a normalized communication platform, the energy management department convenes regular dedicated meetings to align on progress, coordinate the resolution of key issues, and facilitate cross-departmental information sharing and collaboration. In 2025, JINGDONG Industrial Products obtained ISO 50001 Energy Management System certification.



ISO 50001 Energy Management System Certification of JINGDONG Industrial Products

The Company has established an energy performance-oriented management mechanism, systematically incorporating energy efficiency indicators into departmental and individual performance assessment frameworks, conducting regular energy consumption data reviews, and directly linking results to performance incentives. To further strengthen behavioral guidance, the Company has set up a dedicated energy conservation incentive fund to recognize and reward teams and individuals who demonstrate outstanding energy efficiency improvements, effectively motivating broad participation in energy-saving practices.

The Company has deployed an intelligent energy management information system that enables real-time monitoring, multi-dimensional analysis, and dynamic control of energy consumption data. The system provides precise data support for management decision-making and drives the continuous digitalization and refinement of energy management. The Company has also established an energy consumption indicator framework, implementing monthly data recording and year-on-year analysis, conducting in-depth root cause analysis of consumption fluctuations, and dynamically adjusting equipment operating strategies. In 2025, the Company stayed within its electricity consumption variance threshold, saving 59,100 kWh of electricity, a reduction of 2.74%.

In 2025

saving
59,100kWh
of electricity

a reduction of
2.74%

Case: Advancing Renewable Energy Application to Support Low-Carbon Operations

In August 2025, JINGDONG Industrials commissioned its photovoltaic power generation system, complemented by new energy charging stations and bicycle and electric vehicle charging facilities, and increased its proportion of green electricity consumption. By optimizing the energy mix, the photovol-taic system generated a cumulative total of 26,400 kWh of electricity; new energy charging stations consumed a cumulative total of 139,600 kWh throughout the year; and total green electricity consumption reached 812,766.56 kWh. This achieved on-site clean energy consumption and coordinated infrastructure upgrading, significantly improving the green credentials of the Company's energy structure.



Photovoltaic Power Generation System

JINGDONG Industrials Energy Use Performance in 2025

2025

Purchased electricity
3,918,152.12kWh

Purchased heat
3,684.97GJ

Direct energy consumption
9.285tce

Indirect energy consumption
607.272tce

Total energy consumption
616.56tce

Energy consumption intensity
0.25tce/person

Water Resources Management

JINGDONG Industrials has continued to advance refined water resource management, comprehensively improving water-saving performance. The Company has conducted sub-item energy consumption calculations for key water use areas, including restroom facilities and cooling tower top-up water, and established per-unit-area water consumption indicators to monitor water resource usage. Furthermore, the Company has successfully obtained access to suitable water sources. The Company also records water consumption data monthly, conducts year-on-year comparisons, traces root causes of anomalous consumption increases, and adjusts operating strategies and water management measures in a timely manner, effectively driving the delivery of water-saving and consumption-reduction targets. In 2025, the Company set a target of a 3% year-on-year reduction in water consumption and beat the target.

Case: Toilet Water Optimization Practice

In 2025, the Company achieved precise control of water consumption by optimizing the operating parameters of flushing devices. Combined with ongoing data monitoring and dynamic adjustments, the Company achieved year-on-year water savings of **850 tonnes**, a reduction of **4.84%**, significantly improving water use efficiency.

Water Resource Use Performance of JINGDONG Industrials in 2025

2025

Total water consumption

24,965.51 Tonnes

Water consumption density

10.32 Tonnes/person

4.4 Biodiversity Conservation

JINGDONG Industrials acts on the core principles of the *Kunming-Montreal Global Biodiversity Framework* under the United Nations Convention on Biological Diversity, as well as the requirements of applicable laws and regulations including the *Land Protection Law of the People's Republic of China*, and fully implements JD Group's strategic commitments on biodiversity protection.

The Company has strengthened ecological compliance management for suppliers and partners, prohibiting business activities in key biodiversity areas to mitigate ecological risks at the source. The Company has also established a normalized communication mechanism with stakeholders including governments, communities, and NGOs to advance collaborative governance on biodiversity issues.

Under the Group's unified framework, the Company has systematically advanced biodiversity risk management, incorporating ecological impact assessment into full project lifecycle management. During project planning and implementation, the Company minimizes disturbance to natural ecosystems through scientific site selection, ecological sensitivity analysis, green vegetation planning, and eco-friendly construction techniques. In the early stages of projects, the Company proactively solicits input from local communities to ensure environmental protection measures align with public concerns, achieving the organic integration of ecological protection and social co-governance.

Biodiversity Conservation Initiatives of JD Group

Ecological risk assessment

- Based on the *Kunming-Montreal Global Biodiversity Framework* and data from the Global Biodiversity Information Facility, the Group conducts geospatial ecological risk assessments of operational areas and their surrounding environments, and incorporates ecological risk management into the Group's overall risk management framework.
- For construction projects with potential environmental impacts, the Group conducts dedicated ecological impact assessments prior to implementation, focusing on key factors such as animal and plant habitats and ecological protection red lines, and systematically evaluating the impact of development activities on ecological indicators including water source protection areas, soil environment, and endangered species.
- Based on assessment results, the Group refines project implementation plans and develops targeted ecological protection measures to ensure the ecological sustainability of development activities.

Ecological vegetation construction

- Following the *Park Design Code* and other applicable standards, the Group implements scientific vegetation planning and landscape design, enhancing regional species diversity by providing ecological functions including food sources, shelter, and breeding spaces.
- The Group adheres to a native plant priority principle, selecting species adapted to local soil and climate conditions, and applies multi-layer mixed and natural cluster planting configurations to build a diverse, multi-tiered plant community structure.
- The Group also participates in the adoption of urban public green spaces, investing in the improvement of urban ecological environments to support the survival of urban biological communities.

05

Putting People First and Contributing to Society

JINGDONG Industrials has consistently upheld a people-centered development philosophy, fully protecting employees' lawful rights and interests, maintaining a robust occupational health and safety framework, and providing employees with clear and comprehensive career development pathways. The Company actively fulfills its corporate social responsibilities, working collaboratively through technology empowerment and resource sharing to build a warm and inclusive community environment, and partnering with all stakeholders to create a brighter shared future.

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5.4 Jointly Building the Community 48

Response to Material Toptics:

- Employee rights and interests
- Occupational health and safety
- Employee training and development
- Community engagement and social contribution



5.1

Protecting Employees' Rights and Interests

JINGDONG Industrials remains committed to building a fair, transparent, diverse, and inclusive employment framework, effectively safeguarding employees' lawful rights and interests through comprehensive welfare support and people-centered management practices, and continuously strengthening employees' sense of belonging and well-being.

Employment

JINGDONG Industrials strictly complies with the *Labor Law of the People's Republic of China*, the Labor Contract Law of the People's Republic of China, and other applicable laws and regulations, and fully implements management codes including the *Employee Handbook* formulated by JD Group and the Company. The Company adheres to fair and open recruitment principles, strictly verifies information for all prospective hires, ensures that all employees are at least 16 years of age, and strictly prohibits the use of child labor and any form of forced labor. Where violations are identified, the Company initiates investigations and takes corrective measures, addressing matters seriously in accordance with applicable laws and regulations. In 2025, the employment contract signing rate for all employees remained at 100%.

The Company has remained committed to building a diverse and inclusive working environment, eliminating discriminatory practices based on gender, age, region, ethnicity, or religious belief in recruitment, hiring, and promotion processes. In 2025, the Company continued to optimize its workforce composition, with female employees accounting for **41.7%** of the total workforce and ethnic minority employees accounting for **6.2%**. The Company also actively supports the development of young talent, providing more than **200** positions for current students throughout the year and offering graduates competitive compensation and clear career pathways.

Employee Composition and Turnover Rate of JINGDONG Industrials

Number of employee

Total number of employees
2,419

Number of employees by gender

Male **1,410**
Female **1,009**

Number of employees by employment Type

Full-time **2,419**
Part-time **0**

Number of employees by management level

Senior management **26**
Middle management **154**
Junior management **113**
Frontline employees **2,126**

Number of employees by age

Aged 29 and below **660**
Aged 30-50 **1,753**
Aged 51 and above **6**

Number of employees by Region

Chinese mainland **2,359**
Hong Kong, Macao and Taiwan **2**
Overseas **58**

Total minority employees

Total number of employees from ethnic minorities
150

Employee turnover rate

Employee turnover rate by gender

Male turnover rate **20%**
Female turnover rate **19.82%**

Employee turnover rate by age

Aged 29 and below turnover rate **16.67%**
Aged 30-50 turnover rate **21.11%**
Aged 51 and above turnover rate **33.33%**

Employee turnover rate by geographical area

Chinese mainland turnover rate **20.35%**
Hong Kong, Macao and Taiwan turnover rate **0%**
Overseas turnover rate **3.45%**

Employee turnover rate **19.92%**

Employee Benefits

JINGDONG Industrials places strong emphasis on employee welfare, providing comprehensive care and support across six dimensions: physical and mental health, daily living needs, family wellbeing, holiday benefits, cultural enrichment, and policy-based entitlements. The Company offers nearly 30 non-monetary benefits, including subsidized housing and dormitories, vacation travel vouchers, lifestyle service vouchers, annual health check-ups, and meal subsidies. In addition to making full statutory "five social insurances and one housing fund" contributions for all regular employees, the Company provides supplementary commercial insurance. Beyond statutory leave, annual leave, maternity leave, and paternity leave, the Company has established "parent-teacher conference leave" for employees with children and offers flexible working arrangements including work-from-home options and flexible scheduling to help employees better balance work and personal life.

For female employees, the Company provides an additional 30 days of corporate-funded maternity leave on top of the statutory entitlement. The Company has remained committed to creating a family-friendly workplace, establishing dedicated mother-and-baby rooms and childcare facilities within its offices and maintaining them to a high standard. The Company also provides additional protections and conveniences for female employees during special periods, including designated parking spaces for pregnant employees and priority seating on company shuttle buses.

The Company takes a genuine interest in the individual and cultural needs of its employees, and continuously improves the working environment and atmosphere by enhancing the facilities within its office buildings.

Case: Halal Restaurant

The Company's office building offers a dedicated halal restaurant, fully respecting the dietary practices of ethnic minority employees and ensuring every employee feels a genuine sense of belonging.



Halal Restaurant

Case: "Paipai" Second-Hand Discount Store

The Company has opened a "Paipai Second-Hand Discount Store" for employees, regularly stocking a rotating selection of household goods, electronics, and beauty products, providing employees with affordable and convenient shopping options.



Paipai Second Hand Discount Store

Employee Communication

JINGDONG Industrials strictly complies with the *Trade Union Law of the People's Republic of China* and other applicable laws and regulations, and actively participates in employee feedback forums and employee representative conferences organized by the Group's trade union. The Company has established and continuously refined four key mechanisms: online grievance expression, offline visits and research, problem and difficulty resolution, and labor dispute mediation, continuously broadening channels for employee communication and support. Through normalized engagement, the Company actively responds to and addresses employee concerns, fulfills its commitments to employees through concrete actions, and builds a harmonious and stable labor relationship. In 2025, the Company conducted a multi-dimensional employee satisfaction survey, achieving an employee satisfaction score of 4.62 out of 5 and an employee complaint rate of 0.2%.

In 2025

the Company conducted a multi-dimensional employee satisfaction survey, achieving an employee satisfaction score of

4.62 out of 5

an employee complaint rate of

0.2%

5.2

Talent Development and Training

JINGDONG Industrials regards talent as the core driving force of its development, supporting employees' continuous growth through a well-designed remuneration and incentive system, a fair and transparent promotion mechanism, and a comprehensive training platform.

Employee Remuneration

JINGDONG Industrials follows JD Group's performance-driven remuneration incentive mechanism and has formulated the *Implementation Rules for Remuneration Incentives for Senior Management and Core Employees*. The Company applies a "base salary plus performance-based pay" remuneration structure, comprehensively evaluating employee contributions through quarterly and annual assessments. For employees with outstanding performance, the Company offers salary adjustment opportunities one to two times per year, and implements long-term incentive schemes including stock options for core talent, enabling employees to share in the Company's growth. The Company has also established a remuneration deferral and clawback mechanism; where employees commit serious violations, the Company follows a process of "investigation and confirmation, decision approval, and measure implementation" to uphold the integrity and fairness of its incentive system.

[21] "3+1 mode": "3 (HRBP, FBP, business interface person) +1 (business manager)" decision-making mechanism, quickly closed-loop internal performance problems.

[22] AB + HR: refers to the combination of "Ability of business and Human Resources", emphasizing empowering employees with agility to match business needs through Human management.

[23] PDCA: Abbreviation for Plan-Do-Check-Act, a quality management tool popularized by Deming. Through the four stages of planning, execution, inspection and processing, the continuous improvement of the process is achieved.

Assessment and Promotion

JINGDONG Industrials has established a performance working group consisting of HR, finance, and business representatives, guided by the principles of simplicity, transparency, and efficiency. Through the "3+1 model"[21] (three representatives from HRBP, FBP, and business interface roles, plus one business manager), the Company makes rapid decisions on performance issues and periodically refines accountability frameworks to ensure the scientific rigor of its assessment criteria.

In 2025, the Company fully deployed the "AB+ HR" [22]evaluation mechanism, applying PDCA[23] (Plan-Do-Check-Act) management across the full performance cycle. The Company has also formulated differentiated, customized assessment and evaluation mechanisms for different business types to ensure the fairness and precision of performance evaluation.

Customized Assessment

First-line business (including Boss unit)

- Formulate quarterly full quantitative assessment indicators, and calculate them independently by the finance or third party

Agile/New Business

- Adopt the form of monthly quantitative accounting to match the business rhythm of "small steps and fast running"

Middle and back office functional teams

- Managers and HR conduct ABC grade evaluation based on comprehensive indicators, and determine performance coefficient accordingly

Employee Training

JINGDONG Industrials focuses on employee training and has established a normalized, systematic internal training framework through continuous investment in learning and development, fully implementing JD Group's *Employee Handbook* as the guiding foundation. The Company adopts a blended online and offline approach, covering the full development lifecycle from new hires through to senior management, and building increasingly agile and effective talent development programs.

Case: "Summer Training 2.0"- Empowering Leap-Forward Business Growth

From May to September 2025, JINGDONG Industrials launched the "Summer Training 2.0" program under the theme "Fight, Grow, Win." Through nine integrated learning channels, the program comprehensively empowered procurement and sales teams, Iron Triangle members, and new business personnel, helping employees progress from foundational competency to mastery. During the program, the Company offered 221 high-quality courses covering more than 2,000 participants, with an overall program satisfaction score of 9.7 out of 10, effectively strengthening team capability and professional depth.



"Summer Training 2.0" Activity Site

Case: "Industrial Night School"- Senior Managers Transfer Experience

To build a learning organization, JINGDONG Industrials has implemented the "Industrial Night School" program, in which directly managed senior cadres dedicate time each year to developing their teams through professional instruction, converting hands-on experience into transferable knowledge. In 2025, directly managed cadres delivered a total of 61 sessions, averaging 4 to 5 sessions per person, with a mean course evaluation score of 9.8 out of 10. Through direct mentorship and knowledge-sharing from senior leaders, the program not only addresses practical business challenges but also improves the professional capabilities of the broader organization.



"Industrial Night School" Activity Site

Case: New Employee "Foundation Building Program" - Starting Strong in the Industrial Sector

Each quarter, the Company conducts a systematic "Foundation Building Program" for employees who have been in their roles for one to three months. The program helps new joiners quickly acquire the essential knowledge for their roles, understand business logic, and internalize JINGDONG Industrials' operating standards and principles. As at the end of the reporting period, the Company had delivered three cohorts of the program, with 340 participants attending in person and more than 1,000 completing the program online, achieving a mean course evaluation score of 9.75 out of 10. Through the program, new employees adapt to the work environment more quickly, develop a stronger sense of professional purpose, and grow alongside the Company.



"Foundation Building Program" Site

Case: Company-Wide "Protecting Trade Secrets" Training

On June 6, 2025, JINGDONG Industrials held a dedicated "Protecting Trade Secrets" training session. The course aimed to strengthen all employees' awareness of confidentiality obligations and compliance practices, providing in-depth analysis of information security risk scenarios through real-world case studies. The training achieved 100% employee coverage, effectively strengthening the sense of responsibility across the organization for safeguarding the Company's core assets and customer information, and providing robust support for the Company's stable operations.

On June 6, 2025

The training achieved

100%

employee coverage

JINGDONG Industrials Employee Training

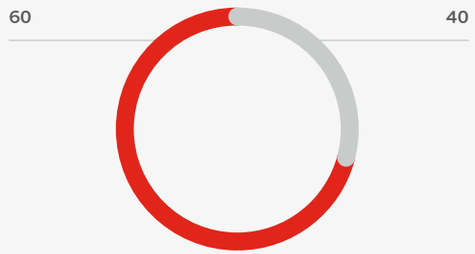
Total number of employees receiving training

over 15,000

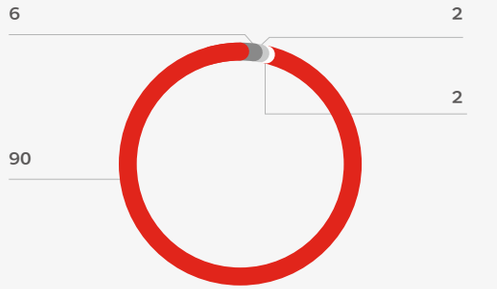
Total percentage of employees receiving training

100%

Percentage of employees receiving training by gender



Percentage of employees receiving training by type



Training hours per employee

1.7 Hours

Average training hours of employees by gender

Male

1.7 Hours

Female

1.7 Hours

Average training hours by type

Senior management

1.8 Hours

Middle management

1.7 Hours

Frontline employees

1.6 Hours

5.3 Occupational Health and Safety

JINGDONG Industrials has consistently upheld the principle of "safety first, prevention as the priority, and comprehensive management," strictly complying with the *Law of the People's Republic of China on Production Safety, the Law of the People's Republic of China on the Prevention and Control of Occupational Diseases*, and other applicable laws and regulations. The Company has fully implemented the *JD Group Occupational Health and Safety Management Policy*, and established an Occupational Health and Safety (OHS) Committee chaired by the Chief Human Resources Officer (CHO), with the CEO of each business unit serving as a committee representative, forming a multi-tier management structure spanning the Board of Directors through to dedicated execution teams. In 2025, the Company obtained international system certifications including OHSAS 18001 and ISO 45001, and incorporated health and safety targets as measurable assessment items within the performance systems of relevant management personnel, ensuring effective accountability for safety management. The Company has had no work-related fatalities in any of the past three years. In 2025, the total number of work-related injury leave days taken by injured employees was 802 days.


SGS
北京京东工业品贸易有限公司
ISO 45001

ISO 45001 Occupational Health and Safety Management System Certificate

In terms of health prevention, the Company has established a health screening and protection system covering all employees. The Company provides free annual health check-ups for all regular employees and has designed differentiated check-up plans suited to the respective roles of office staff and warehouse operations personnel. To improve accessibility, the Company has partnered with designated health check institutions and arranged mobile health check vehicles to provide on-site centralized services. The Company also collaborates with JD Health to organize themed activities such as the "3.21 JD Employee Health Day," strengthening employees' proactive health awareness through engaging, interactive events and health education.

In 2025, the Company continued to upgrade its office environment, completing raised flooring replacements and public area lighting optimization, and adding 140 new monitoring points and an intelligent facial recognition access control system to achieve comprehensive security coverage across all office areas. The Company also prioritizes cultivating employees' safety awareness through regular emergency drills, ensuring all employees are well-versed in risk avoidance skills and maintaining a strong workplace safety culture.

In 2025

adding

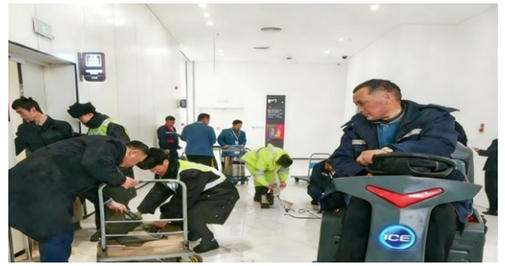
140

new monitoring points and an intelligent facial recognition access control system

Case: Multi-Scenario Safety Emergency Drills

In 2025, JINGDONG Industrials partnered with its property management team to conduct regular safety emergency drills at Beijing Park No. 4. Over the course of the year, six drills were organized, covering fire evacuation, firefighting practical operations, elevator entrapment rescue, and water leak emergency response, with participation from all property staff and office employees at the park. Through realistic scenario simulations, the Company effectively strengthened employees' self-rescue and mutual-rescue capabilities and emergency response speed, ensuring they can respond correctly when it matters most.





Emergency Drill Site

In addition to physical workplace safety, the Company places strong emphasis on employees' mental health, providing professional counseling channels and dedicated support facilities to build a comprehensive employee wellbeing system.

Case: Employee Mental Health Counseling Room

JINGDONG Industrials has established a fully equipped mental health counseling room within its office building, staffed by trained professionals who provide employees with confidential and professional psychological support and wellness consultations. By creating this accessible and supportive space, the Company helps employees effectively manage stress and emotional wellbeing, comprehensively nurturing mental health and promoting a healthy work-life balance.



Mental Health Counseling Room

5.4 Jointly Building the Community

JINGDONG Industrials has consistently upheld its social responsibility mission, complying with the Group's relevant policies and leveraging its platform resources to contribute meaningfully to public welfare and charity, disaster relief, and industry development. The Company responds to social needs through practical action, channeling professional and targeted resources into the sustainable development of communities.

Social Contribution

JINGDONG Industrials actively fulfills its corporate social responsibilities, focusing on frontline workers and socially vulnerable groups, delivering support through concrete action and allowing goodwill to take root where it is needed most. In 2025, the Company participated in social welfare projects for a total of 120 hours, with 10 participants and total donations of RMB 62,000.

In 2025

the Company participated in social welfare projects for a total of

120 hours

Case: "Warmth at the Start of Winter: Caring for Frontline Urban Workers" Donation Initiative

On November 7, 2025, JINGDONG Industrials carried out a public welfare outreach activity in Tiexi District, Shenyang, donating professional supplies include 220 anti-impact insulated safety helmets and 100 safety shoes, to sanitation and municipal workers at their posts. Company representatives joined the workers in making dumplings and sharing conversation, paying tribute to the city's everyday guardians through both material support and genuine human connection.



"Warmth at the Start of Winter: Caring for Frontline Urban Workers" Donation

Disaster Relief

JINGDONG Industrials leverages its digital and intelligent supply chain capabilities to respond rapidly in the face of sudden natural disasters, mobilizing efficient logistics to build a reliable safety line for affected communities.

Case: Emergency Response to Flooding in Miyun, Beijing

In July 2025, Miyun, Beijing suffered a severe rainstorm. Upon receiving an urgent request for drainage equipment from the disaster area, JINGDONG Industrials immediately activated its emergency mechanism in coordination with JD Logistics. Within 10 hours, professional supplies valued at RMB 12,000, including high-power sewage pumps and flood control sandbags, were rapidly dispatched from warehouses across the country to Bulaotun Town in Miyun District and deployed on the ground without delay. This swift response secured valuable time for post-disaster recovery and delivered on the Company's supply chain commitment of "reliable service in ordinary times, and ready response in times of disaster."

Fostering Industry Collaboration

Anchored in the needs of the industrial sector, JINGDONG Industrials plays its role as an industry leader by using technology to empower industry standard development and the growth of small and medium-sized enterprises, working together with industrial partners to build a thriving, mutually beneficial industry ecosystem.

Case: Launch the "No False Specifications for Chinese Industrial Products" Initiative

In September 2025, JINGDONG Industrials and China Industry News jointly launched the "No False Specifications for Chinese Industrial Products" initiative. The initiative issued an industry pledge and quality commitment, established a full-chain quality control system, implemented a "ten-fold compensation for false products" policy and a one-vote veto system for non-compliant suppliers, and recruited engineer product evaluators. Through a transparent accountability mechanism, the initiative upholds the quality baseline for industrial products and advances an honest, trustworthy industrial community environment.

Case: "Export-to-Domestic Sales" Special Support Program

In April 2025, mro.jd.com, a business unit of JINGDONG Industrials, responded to the "export-to-domestic sales" initiative by opening a dedicated green channel for foreign trade enterprises seeking to enter the domestic market. Through exclusive procurement and sales matchmaking, traffic prioritization, and operational support, the program helped foreign trade factories in hardware tools, labor protection, and related categories rapidly expand their domestic market presence, enabling high-quality production capacity to serve the domestic industrial chain and supporting the smooth circulation of "Made in China" products both domestically and internationally.



Notice of Special Support Plan for "Export to Domestic Sales"

Outlook

With our listing on the HKEX as a landmark milestone, JINGDONG Industrials has entered a new stage of development focused on high-quality and sustainable growth. We recognize that every technological advancement and each phase of business expansion carries a profound responsibility-to support industrial upgrading, contribute to social progress, and safeguard the ecological environment.

In advancing green development, we will accelerate the systematic deployment of green infrastructure across our network, expanding the coverage and application of low-carbon, resource-efficient facilities such as smart forward warehouses and mobile intelligent warehouses. Leveraging digital technologies including the Internet of Things and blockchain, we will establish a comprehensive carbon footprint tracking and management system spanning procurement, production, warehousing, and transportation. This will enable supply chain emissions to become measurable, reportable, and verifiable, providing a solid foundation for achieving carbon neutrality across the industrial value chain.

In strengthening compliance governance, we will continue to enhance the compliance control tower embedded in the "Taipu" digital supply chain solution. By deepening the application of big data analytics and intelligent models, we aim to build an integrated digital governance framework that spans intelligent risk identification, dynamic risk assessment and early warning, coordinated response, and closed-loop improvement. Through technology-enabled governance, we are committed to fostering a more transparent, accountable, and trustworthy compliance ecosystem across the supply chain, while helping our partners enhance governance capabilities and operational resilience.

In fostering industry collaboration, we will leverage the vast and authentic industrial transaction data accumulated on our platform to work with industry associations, research institutions, and leading enterprises across the value chain to develop and publish an authoritative, transparent, and traceable fair price index for industrial products. This initiative will provide an objective benchmark for market pricing, improve transparency across supply chain transactions, enhance resource allocation efficiency, and support the healthy and orderly development of the industrial products market.

In sharing value across the ecosystem, we will continue to empower partners throughout the industrial value chain, using digital technologies to improve R&D capabilities and supply chain efficiency for small and medium-sized enterprises. By 2028, we aim to realise a 70% improvement in manpower efficiency acorss core operationos through JoyIndustrial AI enablement, empowering our workforce, strengthening resilience and agility across the entire industrial value chanin, and fostering coordinated, sustainable development with upstream and downstream partners. Internally, we will further strengthen a comprehensive employee development and well-being system that supports talent growth across every stage of the career lifecycle. Externally, we will remain actively engaged in social initiatives, focusing on rural revitalization, educational support, and emergency disaster relief. Through these efforts, we seek to fulfill our responsibilities as a corporate citizen and contribute to building a responsible and inclusive industrial ecosystem.

Looking ahead, we will remain committed to our mission of "advancing ultimate operational efficiency in the industrial world through technology." With digital and intelligent supply chains as our core engine, we will embed ESG principles deeply into our strategy and operations. Together with our partners, we will continue to drive the industrial sector toward a more efficient, greener, and more inclusive future of sustainable development.



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Reader Feedback Form

Dear Reader:

Hello!

Thank you for reading this report. We sincerely welcome your feedback and would greatly appreciate your evaluation and suggestions. Your input will help us continuously improve our work and further enhance our environmental, social and governance (ESG) management and performance.

Multiple-choice questions (please mark " ✓ " in the appropriate box):

1. What is your stakeholder identity in relation to JINGDONG Industrials?

☐ Government ☐ Investor ☐ Employee ☐ Customer ☐ Supplier/Contractor
☐ Partner ☐ ndustry peer ☐ Community and Public ☐ Media
☐ Non-governmental organization ☐ others (please specify)

2. How would you rate the overall ESG performance of JINGDONG Industrials?

☐ Very good ☐ Good ☐ Average ☐ Poor

3. What is your overall impression of this report?

☐ Very good ☐ Good ☐ Average ☐ Poor

4. How would you assess the quality of ESG information disclosed in this report?

☐ Very good ☐ Good ☐ Average ☐ Poor

5. How would you evaluate the structure of the report?

☐ Very reasonable ☐ Reasonable ☐ Average ☐ Not reasonable

6. How would you rate the report's layout and presentation?

☐ Very good ☐ Good ☐ Average ☐ Poor

7.What are your expectations for the ESG work of JINGDONG Industrials?

_____

_____

This feedback form can also be completed online. Please access the questionnaire through the link or QR code below. We sincerely appreciate your feedback.

Questionnaire link: https: //get.JINGDONG Industrials/#/survey/index? id =9831728888935669

Questionnaire QR code:

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