



JD Logistics, Inc.
京东物流股份有限公司

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

Stock Code: 2618



2025

Environmental, Social and Governance Report



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Report Profile

Reporting Scope

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

Reporting Period: From January 1, 2025 to December 31, 2025 (the "Reporting Period"). Part of content goes beyond the above period.

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

Terms

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

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

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

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

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

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

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

Reference and Principles

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

Materiality: We attach great importance to the impact of ESG issues on stakeholders. In 2025, JINGDONG Logistics conducted materiality assessment to evaluate the impact of ESG issues on internal and external stakeholders, and received confirmation from the board of directors of JINGDONG Logistics (the "Board of Directors" or the "Board"). This report also responded to the material issues by disclosing relevant contents.

Quantitative: To demonstrate the environmental and social performance of JINGDONG Logistics in 2025, we have presented key performance metrics in a measurable way.

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

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

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

Source of Information

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

Release Form of the Report

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

Contact Us

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

Email: jdlir@jdl.com

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

Postal Code: 101111

Message from our CEO

Dear Friends,

Thank you for reading our 2025 *Environmental, Social and Governance Report*. On behalf of JINGDONG Logistics, I would like to express my sincere gratitude for your continued trust and support.

As the impacts of global climate change intensify and a new wave of technological revolution accelerates, sustainable development has evolved from a matter of corporate responsibility into a core driver of high-quality growth. Against this backdrop, JINGDONG Logistics remains steadfast in its mission of "technology-driven to lead global efficient circulation and sustainable development." We actively align with China's "AI+" strategy and have fully embedded sustainability into our corporate strategy. In 2025, we launched our "Sustainability FAST Strategy: Intelligent Chain Collaboration, Sharing the Future", committed to empowering supply chain collaboration through intelligent technologies, advancing resource efficiency, carbon emission management, and ecological value creation, and achieving coordinated development across the Company, society, and the environment.

In 2025, we strengthened our core capabilities, advanced the application of automation and AI technologies, and completed the last-mile delivery network for ultimate delivery speed. We also systematically replicated and extended our proven domestic supply chain model to overseas markets. Our end-to-end AI-Agent development platform has reduced R&D cycles by 50%. Our LangzuTech automation solutions have been deployed at scale across more than 20 provinces in China and more than 10 countries globally, covering the full logistics chain including storage, handling, and sorting. We actively advanced the development of rural intelligent logistics networks, connecting the "first mile" of agricultural product e-commerce with the "last mile" of logistics delivery, and have now achieved full county-level coverage and near-complete administrative village coverage across China. Our "Global Smart Supply Chain Network 2.0" continued to drive progress across four core capability pillars — delivery speed, unified e-commerce inventory management, international aviation networks, and last-mile delivery — while also advancing green logistics technologies and localized talent development in overseas markets, achieving coordinated growth in both commercial, environmental and social value abroad.

In 2025, we made steady progress in building our green logistics network. We systematically constructed a sustainable operations framework spanning warehousing, transportation, packaging, and technology integration, continuously reducing our environmental footprint. In green warehousing, we continued to expand rooftop photovoltaic installations, reaching a total installed capacity of 210.44 MW, with annual photovoltaic power approaching 100,000 MWh, while actively pursuing green warehousing and zero-carbon logistics park certifications. In green transportation, we continued to promote the shift from road to rail, and built over 700 cooperative rail routes combining high-speed rail express services, container trains, baggage cars, and e-commerce freight trains. In green packaging, we deployed 500,000 new reusable cooler boxes at scale and developed differentiated solutions tailored to different business scenarios and product characteristics. In green technology, our in-house developed SCEMP carbon management platform became the only product in the logistics sector to integrate four major international certifications, including ISO 14064 and ISO 14083, and has been recognized by the Ministry of Industry and Information Technology as an energy-saving and carbon-reduction technology for the industrial sector. We also actively pursued green public welfare initiatives, deepening our "Green Stream Initiative" and launching mangrove restoration program 2.0, driving coordinated progress between business operations and ecological conservation.

In 2025, we worked to build strong momentum for diverse value creation. We have consistently placed the dignity, wellbeing, and fulfillment of our employees at the heart of our development, continuously improving our talent development and career advancement systems, building fair and competitive compensation, benefits, and incentive mechanisms, and reinforcing the safeguards for employee health and safety. We remain committed to "Customer First", leveraging technological innovation to build efficient, secure, and intelligent service processes, and continuously advancing the broad adoption of integrated supply chain solutions. For e-commerce merchants, we offer three tiered fulfillment services — "211 Warehousing & Distribution, Express Warehousing & Distribution, and



| Zhenhui Wang

Executive Director and Chief Executive Officer of JINGDONG Logistics

Economy Warehousing & Distribution" — delivering a faster and more seamless fulfillment experience. We have deepened our investment in social wellbeing, continuously improving emergency response capabilities and the precision and efficiency of essential goods supply. Leveraging the JD Service platform, we have expanded into communities across a wide range of scenarios to provide diversified public convenience services and a one-stop convenience service, contributing to the creation of harmonious and vibrant community life.

In 2025, we strengthened our corporate governance and responsible business practices. We continued to optimize the Board's governance structure, strengthen our risk management system, enhance operation compliance, uphold the highest standards of business ethics, and actively contribute to building a clean and integrity-driven industry ecosystem. We extended our sustainability principles across the upstream and downstream supply chain, implementing full lifecycle management for suppliers. We strengthened our safeguards for security and trust, becoming the first logistics company in China to obtain the highest-level

DCMM Level 5 certification, and continuously maintaining multiple authoritative certifications, including ISO 27701 for Privacy Information Management Systems. Our performance in sustainability has also been recognized by leading international institutions; we were included in the S&P Global *Sustainability Yearbook 2026* for the second consecutive year, remaining the only logistics company from Chinese mainland to achieve this distinction.

As we journey toward a sustainable future, we will not slow our pace. In 2026, JINGDONG Logistics will continue to uphold a long-term perspective, remain firmly focused on the core strengths of our integrated supply chain, and embrace "technology for good" as our guiding principle in actively building a new paradigm for "AI+" applications. We will integrate more deeply into the real economy, through more efficient circulation, smarter supply chains, and more responsible operations, working closely with our partners to further reduce social logistics costs and promote the sustainable development of global commerce and society.

About JINGDONG Logistics

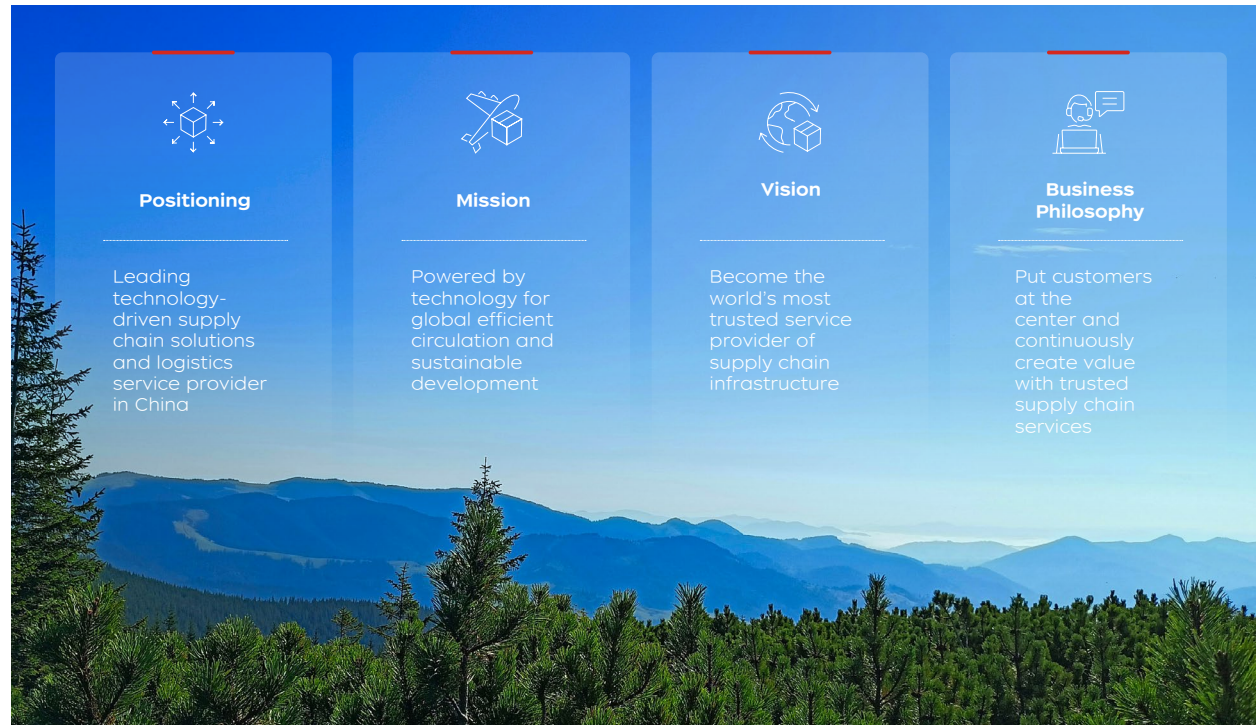
JINGDONG Logistics was established in 2007 as the logistics department of JD.com, and began to provide services to external customers in 2017, formally establishing the JINGDONG Logistics business group in April of the same year. In May 2021, JINGDONG Logistics was listed on the Main Board of the Hong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

JINGDONG Logistics remains committed to technology innovation as a core driver of growth. Through sustained investment in the research and development of automation equipment, artificial intelligence (AI), and other advanced technologies, we deeply integrate intelligent and digital capabilities across every operational stage of the logistics, from planning and warehousing to sorting, transportation, and last-mile delivery, leveraging technology to support high-quality business development and efficient operations. As of the end of 2025, our R&D team included over 4,902 professionals, and we have received authorization for over 5,500 granted patents and software copyrights.

JINGDONG Logistics is dedicated to building efficient and reliable supply chain infrastructure and fulfillment networks. We have developed and continuously improved six logistics networks covering all regions, including warehouse network, line-haul transportation network, last-mile delivery network, bulky item logistics network, cold chain logistics network, and cross-border logistics network. By strengthening synergies across these networks, we have established a broad-reaching, highly efficient integrated supply chain infrastructure that covers almost all regions, towns and populations in China. Through the continuous expansion and enhancement of our aviation, ground transport and last-mile network layout, we systematically improve end-to-end delivery speed and service reliability. We continually optimize service processes and operational standards, enhance cross-regional coordination and end-to-end quality control, and deliver high-quality, resilient logistics services to our customers. As of the end of 2025, JINGDONG Logistics has operated more than 1,600 warehouses and more than 19,000 delivery stations and outlets, supported by a workforce of over 650,000 frontline operation personnel.

JINGDONG Logistics is committed to advancing the broad adoption of integrated supply chain solutions and premium logistics services. Drawing on deep industry expertise, we offer tailored solutions for sectors including fast-moving consumer goods, home appliances and furniture, 3C¹, apparel, automotive, and fresh produce. Through omni-channel unified inventory management solutions and differentiated, high-standard services such as "integrated delivery and installation" and "reverse restoration", we deepen partnerships with leading clients across fast-moving consumer goods, home appliances and furniture, automotive, and other industries, helping them improve supply chain efficiency, optimize costs, and elevate end-consumer service experiences. In 2025, the number of external integrated supply chain clients we served rose to 90,000.

JINGDONG Logistics is actively expanding its international footprint in pursuit of a comprehensive globalization strategy. In 2025, we achieved our target of doubling the area of self-operated overseas warehouses. As of the end of 2025, we have operated nearly 200 bonded warehouses, international direct distribution warehouses and overseas warehouses, with a total managed area of approximately 2 million square meters, covering 25 countries and regions worldwide. We have launched our self-operated express delivery brand "JoyExpress" in Saudi Arabia in the Middle East and key markets across Europe, including the United Kingdom, France, Germany, and the Netherlands, marking a significant upgrade in our localized operations capability overseas. We are replicating and extending our mature supply chain model accumulated domestically into overseas markets, delivering tailored solutions for a growing number of brands, local overseas customers, and cross-border e-commerce platforms.



¹ The 3C industry refers to the convergence of Computers, Communications, and Consumer Electronics. It primarily encompasses hardware products and related services within the electronic information technology sector.

Five Years of Dedication, Driving Growth Together

In 2021, JINGDONG Logistics listed on the Main Board of the SEHK. Over the five years since its listing, the Company has driven by technological innovation and green transformation as its core engines, actively building an intelligent logistics network with global coverage, developing an open, collaborative, and resilient supply chain ecosystem. In doing so, the Company has achieved leapfrog development, driven sustainable progress in the logistics industry, and contributed to global low-carbon transition and inclusive growth.



Key Performance Highlights in 2021-2025

Economic Performance

Steady revenue growth

Total operating revenue grew from **RMB 104.7 billion** in 2021 to **RMB 217.1 billion** in 2025, representing a compound annual growth rate (CAGR) of **20.0%**.

Infrastructure expansion

Our warehousing and delivery network has grown significantly. By the end of 2025, our warehouse network has an aggregate gross floor area (GFA) of more than **34 million** square meters, and over **19,000** delivery stations and outlets. The network engaged over **650,000** frontline operational employees.

Accelerated overseas warehousing expansion

By the end of 2025, we had established nearly **200** bonded warehouses, international direct distribution warehouses, and overseas warehouses across **25** countries and regions, with a total managing scale of nearly **2 million square meters**, continuously strengthening our global supply chain service capabilities.

Growing revenue from integrated supply chain

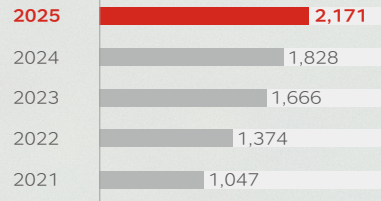
Revenue from the integrated supply chain grew from **RMB 71.1 billion** in 2021 to **RMB 116.2 billion** in 2025, with the number of external integrated supply chain clients reaching **91,161**.

Air cargo capacity build-out

Since our first all-cargo aircraft entered service in 2022, we have steadily expanded our aviation resources. By the end of 2025, a fleet of **12** all-cargo aircraft was in regular operation, with more than **2,000** air cargo routes.

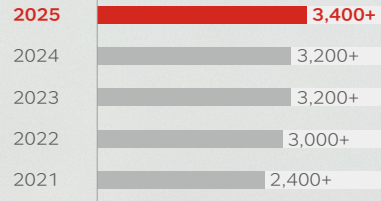
Total revenue

Unit: RMB 100 million



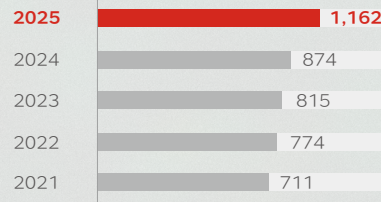
Warehouse network GFA

Unit: 10,000 square meters



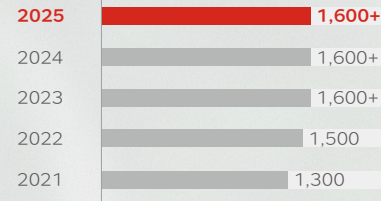
Revenue from integrated supply chain

Unit: RMB 100 million



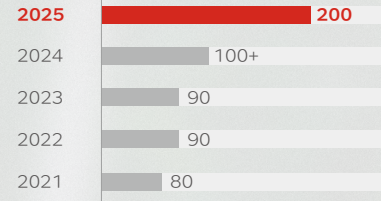
Number of operated warehouses

Unit: Pieces



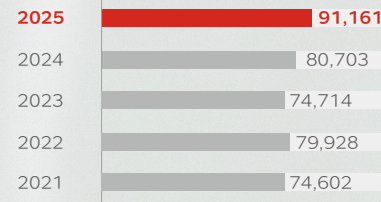
Number of bonded warehouses, international direct distribution warehouses, and overseas warehouses

Unit: Pieces



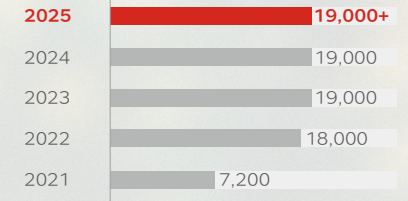
Number of external integrated supply chain clients

Unit: Clients



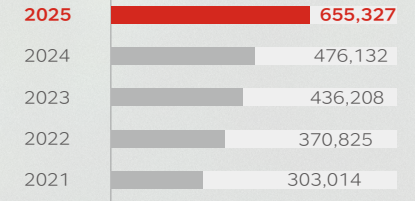
Number of delivery stations and outlets

Unit: Pieces



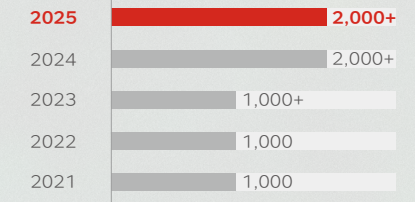
Number of frontline operational employees

Unit: Person



Number of air cargo routes

Unit: Routes



Social Performance

• Sustained workforce growth

We have created a large number of stable jobs, with our workforce growing from over **320,000** in 2021 to over **680,000** in 2025, representing a CAGR of **21.7%**.

• Continuous improvement in frontline employee compensation

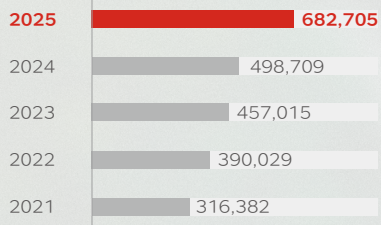
The compensation and benefits expenses for frontline employees increased from **RMB 35.8 billion** in 2021 to **RMB 79.9 billion** in 2025, with a CAGR of **22.2%**.

• Service satisfaction consistently leads the industry

In the express delivery service satisfaction survey released by the State Post Bureau, JINGDONG Express continues to rank in **the top tier** in China with high scores.

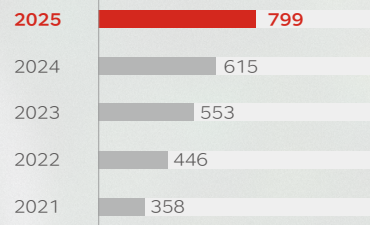
Number of employees

Unit: Person



Compensation and benefits expenses for frontline employees

Unit: RMB 100 million



Express delivery service satisfaction

Unit: tier



Environmental Performance

• Continuous increase in green electricity usage

Rooftop photovoltaic installed capacity increased from **114.48 MW** in 2023 to **210.44 MW** in 2025, with annual photovoltaic green electricity usage approaching **100,000 MWh**.

• Advancement of green transportation

Number of railway operating routes increased from over **400** in 2022 to more than **700** in 2025, as the shift to green transportation modes like "road-to-rail" and "airway-to-rail" continued to progress.

• New energy vehicle scale-up

The number of self-operated new energy vehicles increased from **5,418** in 2022 to over **14,000** in 2025.

• Regular use of reusable cooler boxes

Gradually increased the quantity and updated the iterations of reusable cooler boxes, with the annual cumulative usage reaching **89.36 million times** in 2025.

• Continuous reduction in packaging density

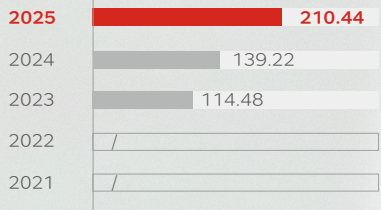
Density of packaging used for finished products decreased from **93.20 grams per piece** in 2022 to **47.72 grams per piece** in 2025.

• Empowering the supply chain through SCEMP

By the end of 2025, the SCEMP service had served over **1,000** brands, with more than **10,000** corporate accounts opened.

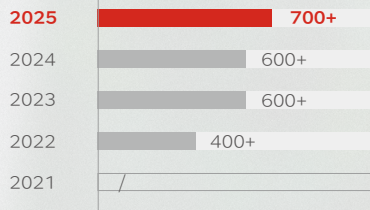
Rooftop photovoltaic installed capacity

Unit: MW



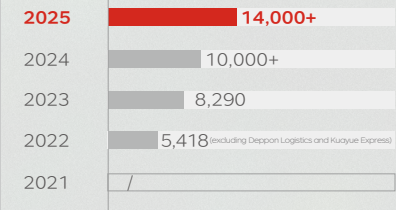
Railway operating routes

Unit: Routes



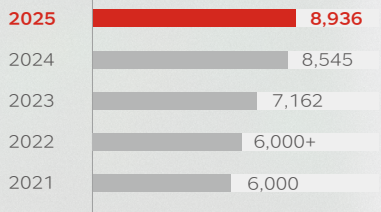
Number of self-operated new energy vehicles

Unit: Vehicles



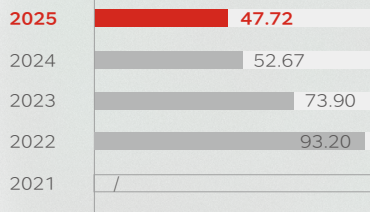
Number of reusable cooler boxes used

Unit: 10,000 times



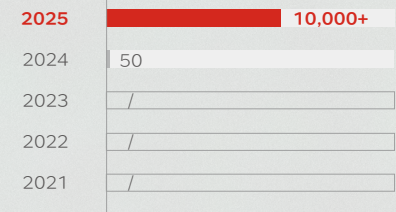
Density of packaging used for finished products

Unit: grams/piece



Number of SCEMP enterprise accounts

Unit: Accounts



Awards and Accreditations

Awards	Awarding Body
 List of Green and Low Carbon Advanced Technology Demonstration Projects (Second Batch): MRV-T Digital Carbon Footprint Demonstration Project for Warehousing and Transportation in Logistics Industry	National Development and Reform Commission
 National Recommended Catalogue of Energy Saving and Carbon Reduction Technologies and Equipment in Industry and Information Technology (2025 Edition): Digital Carbon Reduction Technologies in Logistics Industry	Ministry of Industry and Information Technology
 National Emergency Transport Support Fleet	Ministry of Transport
 Individuals with Outstanding Achievements in 2025 Spring Festival Transport "Journey with Love" Activities	Ministry of Transport, Ministry of Public Security, Ministry of Emergency Management, All-China Federation of Trade Unions, Central Committee of the Communist Youth League
 Innovation Center for Business Technology Application: Green Supply Chain	Ministry of Commerce
 2025 National Model Worker	All-China Federation of Trade Unions
 2024 National March 8th Red Flag Collective	All-China Women's Federation
 2025 National March 8th Red Flag Bearer	All-China Women's Federation
 The 29th China Youth May 4th Medal	Central Committee of the Communist Youth League of China, All-China Youth Federation
 Winning Unit of National "Ankang Cup" Competition	All-China Federation of Trade Unions, Ministry of Emergency Management of the People's Republic of China, National Health Commission
 2025 All-China Federation of Industry and Commerce Private Enterprise Social Responsibility Five-Star Evaluation	All-China Federation of Industry and Commerce
 Fourth Batch of "Good Samaritans of China List" in 2025	Central Office for Spiritual Civilization Construction
 First Prize for Security Inspector and Third Prize for Security Inspector, Courier and Express Handler in the Final of the Fifth National Postal Vocational Skills Competition	State Post Bureau

Awards	Awarding Body
 2025 Beijing Science and Technology Award Science and Technology Progress Award Second Prize	Beijing Municipal People's Government
 First Prize, Science and Technology Progress Award, Shanghai Science and Technology Award 2025	Shanghai Municipal People's Government
 New technology, new products and new services in Beijing (4 items)	Beijing Municipal Science and Technology Commission, Beijing Municipal Development and Reform Commission, Beijing Municipal Economic and Information Technology Bureau, Beijing Municipal Housing and Urban-Rural Development Commission, Beijing Municipal Administration for Market Regulation
 The First Batch of Pilot Enterprises and Excellent Disclosure Cases of Sustainable Information Disclosure in Beijing	Beijing Municipal Finance Bureau, Beijing Municipal Development and Reform Commission, Beijing Municipal People's Government State-owned Assets Supervision and Administration Commission
 2025 Beijing Advanced Low-Carbon Technology Outstanding Project: JINGDONG Logistics's Supply Chain Intelligent Carbon Management Platform Integrating AI and MRV-T Technology	Beijing Municipal Ecological and Environment Bureau
 2025 Beijing Intellectual Property Pilot Demonstration Enterprise	Beijing Municipal Intellectual Property Office
 Model Worker of Beijing, Tianjin, Sichuan Province and Xinjiang Uygur Autonomous Region, May 1st Labor Medal of Heilongjiang Province	Beijing Federation of Trade Unions, Tianjin Federation of Trade Unions, Sichuan Federation of Trade Unions, Xinjiang Uygur Autonomous Region Federation of Trade Unions, Heilongjiang Federation of Trade Unions
 Sichuan Provincial Youth May 4th Medal, Guizhou Provincial Youth May 4th Certificate	Sichuan Provincial Committee of the Communist Youth League, Guizhou Provincial Committee of the Communist Youth League of China
 "Top Ten" Couriers in Anhui Province	Social Work Department of Anhui Provincial Committee of the Communist Party of China, Working Committee of Non-public Economic and Social Organizations of Anhui Provincial Committee of the Communist Party of China, Anhui Provincial Department of Transportation, Anhui Provincial Market Supervision Administration, Anhui Provincial Federation of Trade Unions, Anhui Provincial Postal Administration
 2025 "Most Beautiful Delivery Rider" in Zhejiang Province	Publicity Department of Zhejiang Provincial Committee of the Communist Party of China, Zhejiang Provincial Market Supervision and Administration Bureau

Awards	Awarding Body
 2025 "The Most Beautiful Courier" in Shanxi Province	Publicity Department of Shanxi Provincial Committee of the Communist Party of China, Social Work Department of Shanxi Provincial Committee of the Communist Party of China (Two New Working Committees of the Provincial Committee), Shanxi Provincial Market Supervision Administration, Shanxi Provincial Postal Administration, Shanxi Provincial Federation of Trade Unions
 2025 Top 50 Logistics Enterprises in China and Top 50 Private Logistics Enterprises in China	China Federation of Logistics and Purchasing
 Data Management Ability Maturity DCMM Level 5 Certification	China Information Technology Industry Federation
 Top Ten Data Management Innovation Cases, Top Ten Excellent Cases Data Officer	China Information Technology Industry Federation
 Certificate of Laboratory Accreditation (CNAS)	China National Accreditation Service for Conformity Assessment
 2025 Top 10 Call Center Excellence Customer Experience Award	Organizing Committee of China Call Center Industry Development Annual Conference
 Five-star low-carbon supplier	Evaluation Center for Energy Conservation and Green Development of Automobile Industry
 2024 Outstanding Organization of "Helping and Caring for Children in Distress" Public Welfare Project	Shanxi Women and Children Development Foundation
 TOP 1 Global Logistics Green Brands in 2025	Brand Finance
 Top 25 Global Logistics Brands by Value in 2025 (No. 14)	Brand Finance
 WSIS Prizes 2025 Nomination Award, the only domestic logistics enterprise selected	International Telecommunication Union
 2025 Sedex Supply Chain Awards Social Contribution Award	Sedex
 ESG CONNECT Outstanding Pioneer Excellence Award	Hong Kong Quality Assurance Agency
 2025 "Golden Key-China Action for SDGs" Golden Key Solution Excellence Award, Solution of the Year	China Sustainability Tribune

ESG Rating in 2025

61/100

S&P Global ESG Score
S&P Global

Sustainability Yearbook 2025

Selected in S&P Global
S&P Global

B

CDP Climate Change Score
CDP

Top 1 Green Logistics Brand in the World 2025

Brand Finance

AA

Wind ESG Rating

EcoVadis Silver










EcoVadis



Stakeholder Communication

JINGDONG Logistics places great importance on the views of all our stakeholders, and identifies those with significant influence on our business development and decision-making through business relevance analysis and influence assessment. The Company regularly communicates its strategic plans and progress to stakeholders, listens and responds to their needs, and has established ongoing communication mechanisms to jointly promote social sustainable development.

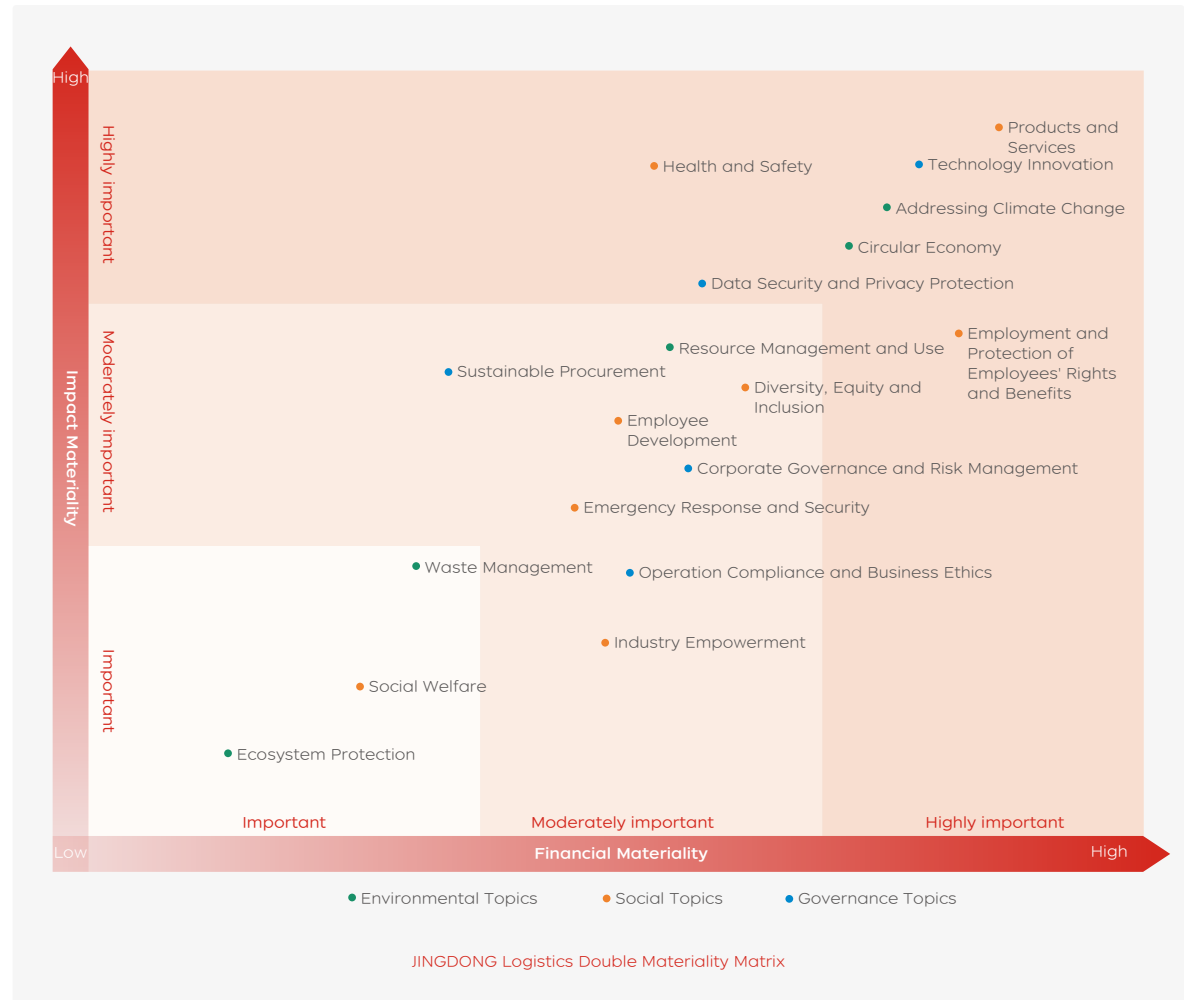
Stakeholders' Main Concerns and Communication Channels

Stakeholders	Main Concerns	Communication Channels
 Corporate clients	<ul style="list-style-type: none"> • Products and services • Sustainable procurement • Data security and privacy protection 	<ul style="list-style-type: none"> • Addressing climate change • Resource management and use • Circular economy
 Consumers	<ul style="list-style-type: none"> • Products and services • Data security and privacy protection 	<ul style="list-style-type: none"> • Emergency support
 Governments and regulators	<ul style="list-style-type: none"> • Corporate governance and risk management • Operation compliance and business ethics • Circular economy • Addressing climate change 	<ul style="list-style-type: none"> • Data security and privacy protection • Employment and protection of employees' rights and benefits • Emergency support • Social well-being
 Shareholders and investors	<ul style="list-style-type: none"> • Corporate governance and risk management • Operation compliance and business ethics • Data security and privacy protection • Addressing climate change 	<ul style="list-style-type: none"> • Circular economy • Products and services • Sustainable procurement • Technology innovation
 Suppliers	<ul style="list-style-type: none"> • Operation compliance and business ethics • Corporate governance and risk management 	<ul style="list-style-type: none"> • Sustainable procurement
 Communities and the public	<ul style="list-style-type: none"> • Emergency support • Social well-being • Addressing climate change 	<ul style="list-style-type: none"> • Circular economy • Ecosystem protection
 Directors and executives	<ul style="list-style-type: none"> • Corporate governance and risk management • Operation compliance and business ethics • Data security and privacy protection • Employment and protection of employees' rights and benefits 	<ul style="list-style-type: none"> • Addressing climate change • Products and services • Circular economy • Industry empowerment
 Employees	<ul style="list-style-type: none"> • Employment and protection of employees' rights and benefits • Employee development 	<ul style="list-style-type: none"> • Health and safety • Diversity, equity and inclusion
 Charity organizations and non-governmental organizations	<ul style="list-style-type: none"> • Social well-being • Addressing climate change • Resource management and use 	<ul style="list-style-type: none"> • Circular economy • Ecosystem protection

Materiality Analysis

In accordance with regulatory requirements and the latest industry developments, JINGDONG Logistics has established a double materiality analysis process for ESG Topics. Drawing on stakeholder concerns and integrating our sustainable development strategy with operational realities, JINGDONG Logistics has identified, organized, and prioritized ESG topics to ensure topic management remains both appropriate and effective.

Double Materiality Identification and Assessment Process



Sustainability Management

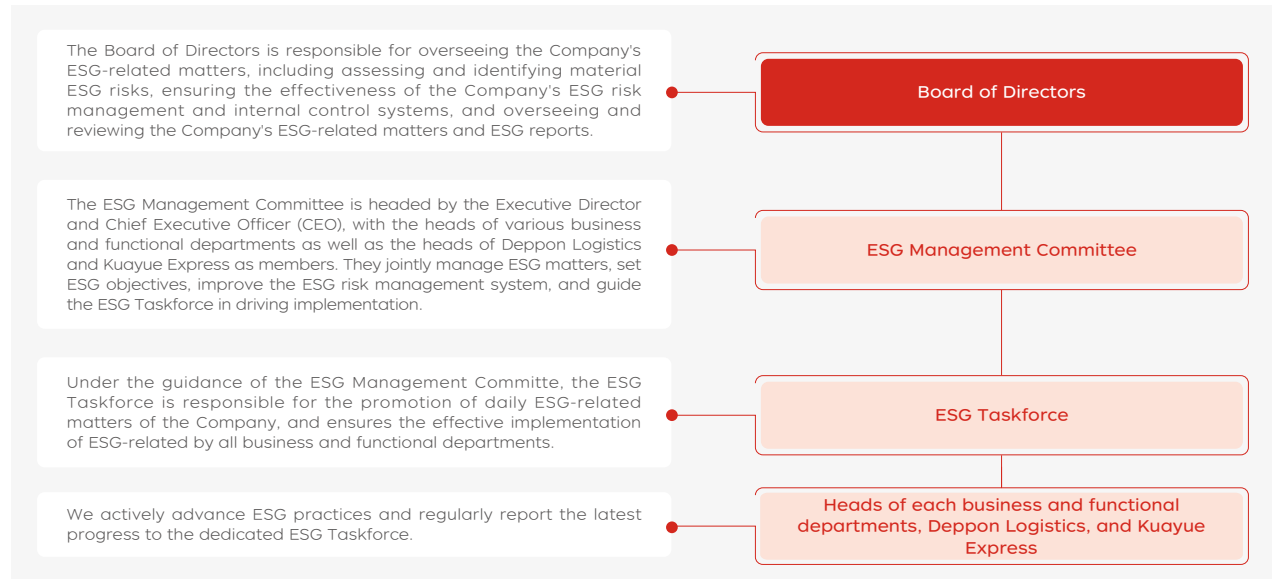
JINGDONG Logistics has fully integrated ESG into its corporate strategy and daily operations, continuously optimizing its ESG governance framework, identifying and assessing sustainability risks and opportunities, formulating a sustainable development strategy, and systematically advancing the implementation of ESG initiatives.

ESG Governance

JINGDONG Logistics regards sustainable development governance as the cornerstone of long-term value creation. By establishing a governance structure with clearly defined responsibilities and effective operating mechanisms, JINGDONG Logistics ensures that its strategies, objectives, and management systems are implemented systematically and improved continuously across the organization.

ESG Governance Structure

JINGDONG Logistics has established a three-tier ESG governance system comprising the Board of Directors, the ESG Management Committee, and the ESG Taskforce. This structure creates a seamless chain from strategic decision-making and management oversight through to on-the-ground execution, ensuring ESG initiatives are advanced effectively and continuously.



Board Statement

The Board assumes full responsibility for ESG strategy formulation and information disclosure at JINGDONG Logistics. It comprehensively coordinates and oversees all ESG-related matters, regularly reviews material ESG risks, monitors progress against ESG objectives, and receives work reports from management and the ESG Management Committee at least four times a year to ensure effective strategy execution.

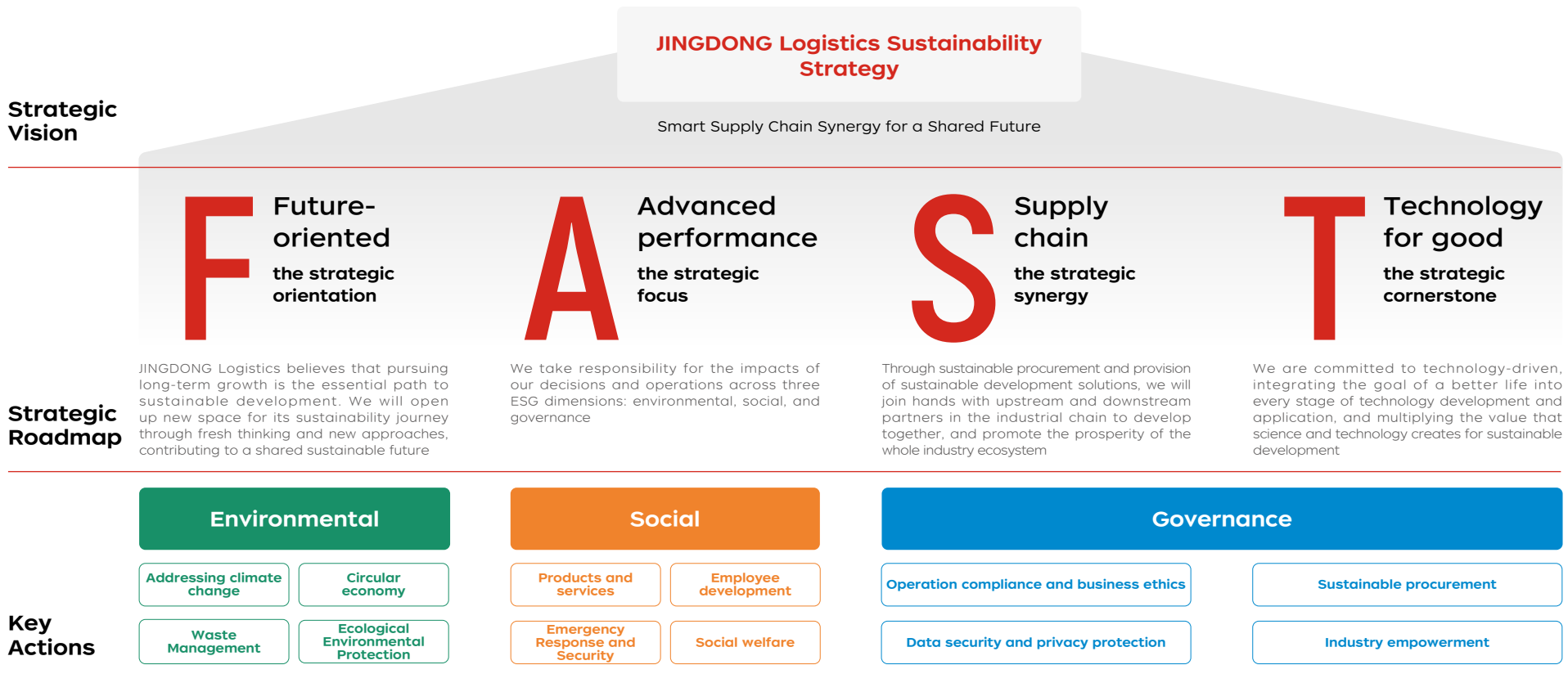
The Board places great importance on stakeholder expectations, reviews the materiality topic analysis results submitted by the ESG Management Committee annually, and uses these findings to evaluate and refine the Company's ESG objectives, strategies, and management measures to drive practical implementation. In 2025, the Board focused its review on the sustainability strategy and on progress and performance across products and services, health and safety, technology application and innovation, climate change response, and diversity, equity, and inclusion.

The responsibilities of the Board and the ESG Management Committee, along with the materiality analysis process, management progress, and performance, are disclosed in detail throughout this report. This report has received reasonable assurance from China General Certification Center and has been reviewed and approved by the Board of Directors.



Sustainable Development Strategy




JINGDONG Logistics has always adhered to a long-term philosophy, deeply integrating sustainable development into its strategic planning and daily operations, spanning every stage and aspect of business growth. In 2025, in response to global trends toward sustainability, the transformation and upgrading of the logistics industry, and the Company's own pursuit of high-quality development, JINGDONG Logistics officially launched its Sustainability FAST Strategy. The strategy is committed to empowering supply chain collaboration through intelligent technologies, driving efficient resource utilization, effective carbon emission management, and co-creation of ecological value. By doing so, the Company aims to achieve synergistic development among enterprise, society, and environment, and contribute solid support to building a greener, more resilient, and inclusive global logistics system.







Management of Impacts, Risks and Opportunities

JINGDONG Logistics has established a comprehensive risk management process covering risk identification, assessment, response, monitoring, and reporting, managing all risks in a systematic and standardized manner to safeguard the stability and sustainability of its operations. JINGDONG Logistics is committed to fully incorporating ESG-related risks into its overall risk management system and continuously strengthening its ability to proactively identify and manage ESG risks.

Impact Analysis of Material Topics for JINGDONG Logistics

Material Topics	Material Risks and Opportunities	Business Case	Business Impact	Business Strategy
 <p>Products and services</p>	<p>Risk</p> <p>Failure to meet expectations will damage customer trust and brand reputation, resulting in market loss</p> <p>Quality issues drive up operating costs and internal management pressure, affecting efficiency</p> <p>Opportunity</p> <p>Reliable service can enhance customer loyalty and brand premium, driving growth</p> <p>High-standard services promote process optimization and closed-loop data, achieving cost reduction and efficiency enhancement</p>	<p>Build tiered time-definite products and omni-channel network to enhance performance certainty and consolidate market position</p> <p>Localized overseas services support brand globalization and international growth</p> <p>Industry-tailored solutions drive transformation to supply chain partners</p> <p>Efficient customer complaint management ensures compliance and reduces financial risks</p>	<p>Cost</p> <p>Revenue</p> <p>Risk</p>	<p>JINGDONG Logistics has obtained ISO 9001 quality management system certification and embedded systematic, standardized quality control throughout its entire service process. JINGDONG Logistics has developed a multi-tiered timeliness product matrix tailored to customers' differentiated needs for speed, cost, and certainty, continuously raising fulfillment quality and customer service experience.</p> <p>For further details, please refer to the chapter "Creating High-quality Experience".</p>
 <p>Technological innovation</p>	<p>Risk</p> <p>Technology iteration lags behind or is out of touch with the market, resulting in the decline of product and service competitiveness and the loss of customers</p> <p>Failure to effectively convert R&D investment, or cause waste of resources and affect the team's innovation motivation</p> <p>Opportunity</p> <p>The application of advanced technologies such as AI and automation can improve customer operational efficiency and experience, consolidate market position and expand new growth points</p> <p>Significantly improve the operational efficiency of core links such as warehousing and transportation through automation and intelligence, and reduce unit costs</p>	<p>Autonomous delivery, smart warehousing, and intelligent sorting systems can greatly improve operation efficiency and reduce labor costs</p> <p>AI algorithm optimizing transportation route can effectively reduce transportation mileage and fuel consumption, and save fuel cost</p> <p>Integrated supply chain solutions to offer premium service and optimize revenue structure</p> <p>Under the green trend, new energy and smart path technologies can not only reduce operating costs, but also generate new revenues from carbon assets, and may earn market valuation premiums for meeting ESG standards</p>	<p>Cost</p>	<p>JINGDONG Logistics has continued to advance independent innovation and systematic application of core technologies. JINGDONG Logistics built an AI-Agent development platform covering the entire R&D process, achieving full-chain automation from requirements to testing. JINGDONG Logistics also launched "Super Brain LLM 2.0," deepening intelligent decision-making and dynamic optimization capabilities across all logistics supply chain scenarios, driving simultaneous improvements in operational efficiency and service quality.</p> <p>For further details, please refer to the chapter "Feature: Digital Intelligence Drives Innovation, Building an "Artificial Intelligence +" Application Ecosystem".</p>
 <p>Health and safety</p>	<p>Risk</p> <p>Safety incidents can seriously damage brand reputation and public trust, resulting in customer loss</p> <p>The accident will cause casualties, operational disruption and property damage, pushing up compensation and operating costs</p> <p>Opportunity</p> <p>Excellent safety record can significantly enhance brand reputation and become a differentiating advantage</p> <p>Systematic health and safety management can prevent accidents and ensure business continuity and operational efficiency</p>	<p>By obtaining the management system certification and establishing the dual prevention mechanism of risk hierarchy management and control and hidden danger investigation and management, the Group systematically built an operational risk management and control framework to ensure business continuity and employee safety</p> <p>Implement proactive health interventions to reduce employee absenteeism due to illness, improve overall well-being and work efficiency, and continuously enhance the resilience of human capital of the organization</p>	<p>Risk</p> <p>Cost</p>	<p>JINGDONG Logistics has established a workplace safety governance structure directly led by senior management. Through the establishment of a Workplace Safety Management Committee and its executive office, the Company systematically coordinates the deployment, review, and supervision of the implementation of its overall safety policies, systems, and plans, ensuring the authority, systematic management, and effective closed-loop execution of workplace safety management.</p> <p>For further details, please refer to the chapter "Safeguarding Health and Safety".</p>

Material Topics	Material Risks and Opportunities	Business Case	Business Impact	Business Strategy
 <p>Addressing climate change</p>	<p>Risk</p> <p>Extreme weather impacts logistics network, damaging service experience and brand reliability</p> <p>Physical risk drives up operational disruption, asset maintenance and contingency costs</p> <p>Opportunity</p> <p>Low-carbon operation and climate resilience become brand assets and differentiated advantages</p> <p>Green transition reduces energy dependence and optimizes long-term operating costs</p>	<p>Build a climate governance framework, carry out scenario analysis based on the TCFD framework, identify and manage major climate risks, and cope with external regulatory pressures and physical risks</p> <p>Directly reduce carbon emissions and energy consumption in operations through the construction of distributed photovoltaics and the deployment of new energy vehicles</p>	<p>Cost</p> <p>Risk</p> <p>Revenue</p>	<p>JINGDONG Logistics has built a climate governance system with clearly defined responsibilities and multi-level coordination, deeply integrating climate change response into its corporate strategy and management processes, and systematically driving the implementation of emission reduction targets across warehousing, packaging and transportation, and other operations.</p> <p>For further details, please refer to the chapter "Addressing Climate Change".</p>
 <p>Circular economy</p>	<p>Risk</p> <p>Green transformation lags behind regulations and market expectations, which will lead to market access restrictions and rising compliance costs</p> <p>Lack of systematic carbon and resource management will make it difficult to cope with the operational pressure brought by carbon cost</p> <p>Opportunity</p> <p>Verifiable low-carbon practices build leading brand image and attract customers and partners who value sustainability</p> <p>Digital management of resources and emissions can directly reduce energy consumption and material costs and improve operational efficiency</p>	<p>Continuously minimize packaging's environmental footprint through design optimization and sustainable material adoption</p>	<p>Cost</p> <p>Revenue</p>	<p>JINGDONG Logistics has scaled up the promotion of a circular packaging system across core logistics processes, including warehousing, transportation, and last-mile delivery. We have assigned dedicated personnel to specialized roles for sorting and recycling second-use cardboard boxes, while incentivizing frontline teams to prioritize the use of recycled boxes.</p> <p>For further details, please refer to the chapter "Leading Green Logistics".</p>
 <p>Data security and privacy protection</p>	<p>Risk</p> <p>Data breaches or cyber attacks will directly lead to the collapse of customer trust, heavy legal penalties and reputational crisis</p> <p>System security breaches can trigger business disruption, operational stagnation and significant financial losses</p> <p>Opportunity</p> <p>Superior security and privacy track record is the cornerstone of digital trust, building key competitive advantages and enhancing customer confidence</p> <p>A sound security protection and compliance system can effectively ensure business continuity and reduce violation and interruption costs</p>	<p>Obtain data managing level certification, providing authoritative endorsement for gaining customer trust and expanding the high-end market</p> <p>Establish an all-round technical protection system to systematically resolve the risks of cyber attacks and data leakage from the technical level, and ensure the security of core business environment</p> <p>Regular offensive and defensive tests and emergency drills were carried out to ensure the continuity of core business</p>	<p>Cost</p> <p>Risk</p>	<p>JINGDONG Logistics has continuously strengthened its security and data governance system. Building on its portfolio of authoritative international and domestic security certifications, JINGDONG Logistics obtained DCMM Level 5 certification in 2025, becoming the first enterprise in China's logistics industry to achieve this standard. This marks the establishment of industry-leading systemic capabilities in data governance and security management.</p> <p>For further details, please refer to the chapter "Strengthening Operation Compliance".</p>
 <p>Employment and rights protection of employees</p>	<p>Risk</p> <p>Employment non-compliance or inadequate protection of rights and interests will lead to legal, regulatory and reputational risks</p> <p>Neglecting employee rights and development will lead to brain drain, low morale and higher management costs</p> <p>Opportunity</p> <p>Responsible employment practices help build a strong employer brand and attract and retain top talent.</p> <p>Protecting rights and interests and providing development channels can enhance employees' sense of belonging and loyalty, and build an efficient and stable team</p>	<p>Establish a comprehensive training system to systematically enhance the professional skills and comprehensive quality of employees, stimulate the vitality of the organization, and provide solid talent support for business development</p> <p>Create a new channel for career development and transform human resources into sustainable human capital</p> <p>Implement social security and retirement care for all employees, and reflect the responsibility for the whole career cycle of employees</p>	<p>Cost</p> <p>Risk</p> <p>Revenue</p>	<p>JINGDONG Logistics conducts orderly social and campus recruitment through diversified channels while continuously strengthening its in-house recruitment team's capabilities.</p> <p>JINGDONG Logistics has continued to refine its talent attraction and incentive mechanisms, systematically introducing talent through expanded recruitment channels and professional team development. JINGDONG Logistics has also designed differentiated compensation and incentive systems tailored to different roles and employee development needs, supporting both strategy execution and individual growth.</p> <p>For further details, please refer to the chapter "Empowering Talent Development".</p>

Analysis of Material Topics for External Stakeholders

Material Topics	Value Chain	Stakeholders	Type of Impact	Relevance and Materiality of Stakeholders	Output Metrics	Impact Assessment
Products and services	Products/ Services (100%)	Society Consumer/ End User	Positive	<p>Customers have high requirements for the certainty of delivery speed, the reliability of service performance and the timeliness of handling abnormal situations, which directly affects their satisfaction and repurchase rate</p> <p>High-quality service depends on the standardized operation and active investment of front-line employees. Excellent service experience can enhance employees' professional pride</p>	<p>Express delivery service public satisfaction (State Post Bureau)</p> <p>Customer satisfaction</p> <p>Customer complaint response rate</p> <p>Customer complaint resolution rate</p> <p>Customer complaint handling satisfaction rate</p>	High-quality service directly enhances customer trust and loyalty, and is a key component of the brand moat
Technological innovation	Products/ Services (100%)	Society	Positive	<p>Customers' demand for cost reduction, efficiency enhancement and supply chain resilience through technology continues to increase</p> <p>Transforming in-house developed technologies (such as intelligent scheduling algorithms and automation equipment) into industry solutions can promote the overall intelligent upgrade of the logistics industry</p>	<p>Total R&D investment for the year</p> <p>R&D team size</p> <p>Number of authorized patents</p>	Improvement of operational efficiency directly translates into better logistics costs and experience for customers
Health and safety	Business (100%)	Society	Positive	<p>Industry safety performance directly affects customer cooperation, regulatory trust and market access</p> <p>Employee safety is the cornerstone of operational stability, team morale and corporate sustainability</p>	Coverage of Environment, Health, and Safety (EHS) training	Ensuring employee life safety and operational continuity, fulfilling core social responsibilities, and supporting the stable operation of the enterprise
Addressing climate change	Business (100%)	Environment	Positive	<p>Carbon reduction targets and climate resilience have become core considerations for investment, cooperation and compliance</p> <p>Managing climate risk is an inherent need to control long-term costs and ensure supply chain resilience</p>	GHG emission intensity	Improve supply chain resilience, avoid transformation and physical risks, and seize the long-term competitive advantages of green development
Circular economy	Business (100%)	Environment	Positive	<p>Environmental performance is increasingly a key factor in procurement decisions and cooperation choices</p> <p>Resource recycling is the key path to reduce costs and increase efficiency, cope with cost fluctuations and explore new businesses</p>	<p>Reuses of recycled cardboard boxes</p> <p>Deliveries using reusable containers</p> <p>Number of uses of reusable cooler boxes</p>	Reduce resource dependence and operating costs, empower the industrial chain through green solutions, and build a sustainable ecology
Data security and privacy protection	Products/ Services (100%)	Consumer	Positive	<p>Data security and privacy protection capabilities are the prerequisite for gaining commercial trust and expanding high-end markets</p> <p>Data is the core asset, and its security and compliance are the foundation of business stability and technology trustworthiness</p>	<p>Violation incidents in the field of information security</p> <p>Major privacy breach incidents</p>	Establishing the cornerstone of digital trust, protecting customers' rights and interests and business stability are the core capabilities to win market trust
Employment and rights protection of employees	Business (100%)	Society	Positive	<p>Fair employment and employee rights are the key factors that affect employer brand, investment value and cooperation evaluation</p> <p>A fair, respectful and developmental workplace environment is fundamental to stimulating potential, enhancing efficiency and cohesion</p>	<p>Labor contract signing rate</p> <p>Social insurance contribution rate</p> <p>Labor dispute incidence rate</p> <p>Total duration and coverage of employee training</p>	Stimulate employee potential and organizational loyalty, directly translating into higher operational efficiency and sustainable organizational vitality

Metrics and Targets

In accordance with its sustainability strategy and relevant internal and external requirements, JINGDONG Logistics identifies key areas with significant environmental, social, and governance impacts, and sets key performance metrics and targets. Through systematic monitoring, assessment, and continuous improvement, JINGDONG Logistics aims to effectively manage relevant impacts and risks, capture opportunities, and advance the Company's responsible and sustainable long-term development.

ESG Metrics and Targets of JINGDONG Logistics

Material Topics	2026 Target	2025 Key Performance
Products and services	Express delivery service public satisfaction score (State Post Bureau) stay in the first tier Customer complaint handling satisfaction not less than 95%	<ul style="list-style-type: none"> • 91.7% Customer satisfaction • 100% Customer complaint response rate • 99.8% Customer complaint resolution rate • 93.61% Customer complaint handling satisfaction • Express delivery service public satisfaction score (State Post Bureau) stay in the first tier
Technological innovation	Continuously increasing R&D investment	<ul style="list-style-type: none"> • RMB 4.1 billion in annual R&D investment • 4,902 people in R&D team • Over 5,500 granted patents
Health and safety	Environment, Health, and Safety (EHS) training covers 100% of employees	<ul style="list-style-type: none"> • Environment, Health, and Safety (EHS) training covers 100% of employees
Addressing climate change	Reduce greenhouse gas emission intensity by 7.3% year-on-year	<ul style="list-style-type: none"> • GHG emission intensity decreased by 10.67% year-on-year
Circular economy	Shorten recycling container turnover days by 10% Increase recyclable packaging delivery frequency by 10%	<ul style="list-style-type: none"> • Over 300 million reuses of recycled cardboard boxes • Over 130 million deliveries using reusable containers • Reusable cooler boxes used over 89.36 million times
Data security and privacy protection	Zero incidents of customer or employee privacy violations	<ul style="list-style-type: none"> • No violations have occurred in the field of information security • No major privacy breach incidents
Employment and rights protection of employees	100% employment contracts signed 100% social insurance and housing fund contributions 100% formal employee benefits	<ul style="list-style-type: none"> • 100% employment contracts signed • 100% social insurance and housing fund contributions • 100% formal employee benefits

Feature

Digital Intelligence Drives Innovation, Building an "Artificial Intelligence +" Application Ecosystem

JINGDONG Logistics consistently adheres to a "technology-driven" approach, leveraging cutting-edge technologies such as AI and embodied intelligence to build an AI-Agent development platform that covers the entire R&D process. The Company continuously iterates the decision-making capabilities of its "Super Brain" and the performance of LangzuTech automated logistics products, driving intelligent fulfillment and efficient execution across the entire logistics chain. This contributes technological strength to building a safe, efficient, and sustainable modern supply chain system.

In 2025

JINGDONG Logistics's total R&D investment reached

RMB 4.1 billion

an R&D team of

4,902 people

Build a full-process AI-Agent development platform

JINGDONG Logistics has built an AI-Agent development platform spanning its entire R&D process. By standardizing automated testing processes, the platform significantly enhanced R&D quality and product delivery efficiency, providing a solid technological foundation for system stability and rapid product iteration. This marks a key step in its technology R&D journey toward intelligence and automation. The platform supports a full-chain closed loop from intelligent demand analysis, automated coding, and automated compilation through to automated testing. Through a multi-agent collaboration mechanism combined with project knowledge bases, knowledge graphs and multi-path retrieval, the platform automatically parses business requirements, generates high-quality code, and produces precise test cases for automated verification. The application of this platform has significantly improved R&D efficiency. In the system development process for the self-operated vehicle capacity project, it achieved a 50% reduction in the R&D cycle, a 50% reduction in the testing cycle, and an AI-generated code ratio exceeding 70%.

Newly Upgraded "Super Brain LLM 2.0"

JINGDONG Logistics has continued to deepen its technological and intelligent footprint across all logistics supply chain scenarios, launching "Super Brain LLM 2.0," the industry's first intelligent system to achieve fully Agentic autonomous decision-making. Together with the LangzuTech automation solutions, it forms the twin engines of the technology core, supporting intelligent fulfillment across the entire chain. Powered by a digital twin platform, Super Brain LLM 2.0 simulates in real time the operational status of all elements in the logistics system, including people, vehicles, goods, and facilities. The model delivers autonomous optimization and dynamic adjustment capabilities, compressing complex planning and solving time across tens of millions of variables from days to under two hours, significantly improving decision-making efficiency and accuracy. In operation practice, the Super Brain LLM 2.0 enables end-to-end monitoring and autonomous optimization across core scenarios such as warehousing, transportation, and last-mile delivery through multiple collaborative intelligent agents. In warehousing, AI automatically assigns picking tasks within the warehouse, resulting in a 10% increase in efficiency compared to traditional manual assignment methods. During transportation, over 90% of line-haul transportation tasks are autonomously scheduled by AI, driving dynamic adjustments to routes and vehicles. The model deeply integrates location LLM capabilities and combines factors such as capacity, cost, and customer experience to recommend optimal resource planning solutions. By precisely allocating resources to outlets nationwide, Super Brain LLM 2.0 helps boost labor efficiency by approximately 12%.

Dynamic Routing Network System Towards the Agentic Era

Case

In the face of complex challenges such as real-time fluctuations in cargo volume, traffic conditions, and abnormal weather in the logistics industry, JINGDONG Logistics has built a leading dynamic routing decision-making system. This system uses Super Brain LLM 2.0 as the core decision engine to achieve millisecond level dynamic adjustment and intelligent resource allocation of package transportation routing. Compared with traditional static routing, it has stronger flexibility and fault tolerance, ensuring that the logistics network operates efficiently and stably in complex environments.

The Super Brain LLM 2.0 achieves cargo volume prediction in different lines and decision-making through a spatiotemporal prediction LLM, and the accuracy of the express delivery network remains stable at over 90%; this solution integrates AI visual multimodal perception capabilities, and combines multimodal data such as images, videos, point clouds to recognize vehicle information in real-time, accurately monitor loading progress, and provide comprehensive data input for decision-making. This model realizes an automated decision-making loop from scheme generation to implementation, with a scheme accuracy rate of over 95%; this model achieves significant economic benefits and builds a complete Agentic capability from intelligent decision-making to precise execution, providing a replicable and promotable benchmark for the intelligent transformation of the logistics industry.



Dynamic Routing Decision System

Scaling the LangzuTech Automated Logistics Products

The LangzuTech product line serves as the core of terminal execution, precisely converting intelligent decisions into efficient operations in scenarios such as storage, palletizing, and last-mile delivery, completing the closed loop of "cloud intelligence to terminal execution." The LangzuTech automation solutions have achieved large-scale deployment. Supported by R&D engineers, AI algorithm engineers, and smart warehouse operations and maintenance staff, etc., these products are deployed across more than 20 provinces in China and more than 10 countries overseas, covering the full logistics chain including storage, handling, and sorting.

LangzuTech Automation Solution Matrix



Functional Features

Through collaborative operation of LangzuTech Tote Lifting Robot and LangzuTech Tote Handling AGV, three-dimensional shuttling, suspended handling, and automated storage/retrieval between multi-level racking systems are achieved.

Integrating visual recognition with adaptive grasping algorithms, it supports flexible operations such as piece picking, palletizing, and packaging, addressing the challenge of automated package packing for massive volumes of irregular parcels in logistics scenarios.

Supports multi-mode navigation and intelligent collision avoidance, adapts to park, factory, and open road environments, and achieves end-to-end unmanned transportation.

Enables all-weather flight and supports flexible loading methods such as fixed warehouses, automated container loading and unloading, and rappelling to meet the needs of both instant delivery in cities and special scenarios in remote areas.

Application effectiveness

Leveraging a 12-meter clear height for "second-level order picking," storage efficiency is improved by 4 times compared to traditional methods, with an accuracy rate of 99.99%.

Operating around the clock at JINGDONG Logistics intelligent parks across China, JINGDONG Logistics became the only company in the industry to realize the large-scale implementation of embodied robots in warehousing, production, and operational scenarios.

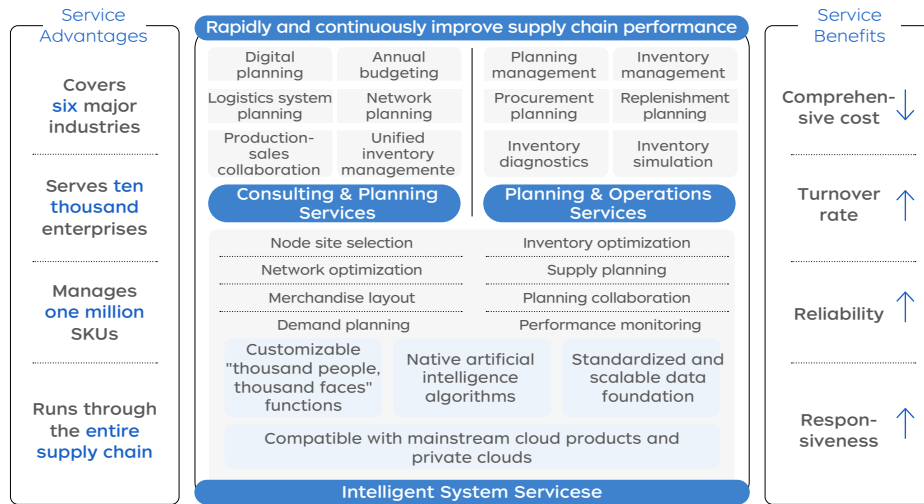
Now operating at scale in multiple regions across the country, enabling 24/7 continuous operation.

Offering fast delivery services to fully improve the customer experience.

Digital and Intelligent Supply Chain Solution

JINGDONG Logistics provides full-chain, customizable digital and intelligent supply chain solutions to leading enterprises across industries. Its smart supply chain services have penetrated deeply into FMCG, apparel, automotive, home appliances, healthcare, and other sectors, cumulatively serving over 300 brands and provided in-depth empowerment services to more than 80 leading brands. Through data intelligence and process optimization, JINGDONG Logistics helps clients improve operational efficiency, reduce inventory costs, and elevate service experience.

JINGDONG Logistics's digital and intelligent supply chain solutions cover four key dimensions: planning, production, logistics, and service, helping clients reduce costs and improve efficiency. At the strategic planning level, JINGDONG Logistics provides professional consulting services, designing tailored digital and intelligent supply chain models and building fit-for-purpose warehousing and delivery network plans aligned with each client's development path. At the supply chain planning level, using industry-leading intelligent algorithms and flexible supply chain management systems, JINGDONG Logistics develops demand replenishment plans to meet end-to-end business needs and helps clients improve their service experience. At the logistics fulfillment level, JINGDONG Logistics combines its operational capabilities with a visual fulfillment service platform to ensure every key metric is achieved.



Panorama of Digital and Intelligent Supply Chain

Intelligent Supply Chain Reshapes the Home Appliance Industry

Case

JINGDONG Logistics has built a deep partnership with a leading home appliance enterprise to develop an intelligent decision-driven supply chain system. Addressing pain points common to the home appliance sector, including multi-channel complexity, slow inventory turnover, and high logistics costs, JINGDONG Logistics developed five intelligent decision-making models covering warehouse network planning, inventory optimization, demand forecasting, intelligent replenishment, and routing optimization, underpinned by a digital foundation of standardized master data, structured cost elements, and systematic business rules. In warehousing layout optimization, JINGDONG Logistics unlocked cost-saving potential of over RMB 10 million. In inventory management, both in-stock rates and turnover efficiency improved simultaneously. Leveraging machine learning algorithms, demand forecast accuracy improved significantly, and through the intelligent replenishment model, the client saved RMB 10 million in average annual logistics costs. JINGDONG Logistics also helped the client build a digital operations team capable of sustainable iteration, ensuring that digital intelligence outcomes continue to evolve. This case earned JINGDONG Logistics selection as a "2024 Digital and Intelligent Supply Chain Case" by the Alliance of Industrial Internet (AII), making JINGDONG Logistics the most decorated enterprise in the logistics industry.

JINGDONG Logistics and Guangdong Radio and Television Network Co., Ltd. Jointly Establish a Centralized Supply Chain Center

Case

The "Guangdong Radio and Television Network Supply Chain Service Center," jointly developed by JINGDONG Logistics and Guangdong Radio and Television Network Co., Ltd., has officially commenced operations. This marks the successful establishment of the first modern, centralized supply chain hub warehouse dedicated to engineering materials in China's radio and television industry. Addressing the urgent needs of radio and television network upgrades and cultural digitalization, JINGDONG Logistics developed a customized integrated solution centered on logistics intensification, operational standardization, procurement collaboration, safety monitoring, lean management, and digital intelligence. By integrating warehousing resources, optimizing operational processes, and strengthening digital intelligence monitoring, the center has effectively resolved longstanding supply chain challenges in the traditional radio and television sector, including dispersed materials, low efficiency, and extensive management practices, providing solid material support and operational backing for both "one province, one network" integration and smart broadcasting infrastructure development.

Sharing Technological Innovations

Open collaboration is a key driver of industry-wide progress. Through its open technology platform and deep industry-university-research partnerships, JINGDONG Logistics shares technological innovation, empowers upstream and downstream partners across the value chain, and jointly builds a smarter and more efficient logistics ecosystem.

Industry-University-Research Cooperation Carried out by JINGDONG Logistics in 2025

Cooperation with Colleges and Universities

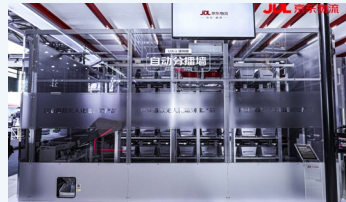
In 2025, JD.com established a joint laboratory with the Hong Kong University of Science and Technology, focusing on intelligent supply chain and embodied intelligence technologies, with research concentrated on logistics, healthcare, retail, and industrial applications. JINGDONG Logistics has also established a platform for regular exchange and talent development, building a sustainable innovation ecosystem through open research environments, shared technical resources, and joint talent cultivation.



Joint Laboratory Established with the Hong Kong University of Science and Technology

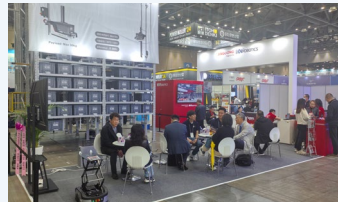
Industry Exchange

In October 2025, JINGDONG Logistics participated in CeMAT ASIA 2025, presenting its "LangzuTech Warehousing Solutions" theme. JINGDONG Logistics dynamically showcased the multi-version LangzuTech Tote Handling system and hosted a "multi-robot linkage" interactive demonstration, exhibiting the hard power of AI in reshaping the new paradigm of intelligent warehousing.



Participation in CeMAT ASIA

In April 2025, JINGDONG Logistics was invited to participate in KOREA MAT 2025 in Seoul. Its showcase of the LangzuTech Tote Handling goods-to-person system, including live demonstrations, became a highlight of the exhibition, advancing the international promotion and technical exchange of JINGDONG Logistics technology in the Asia-Pacific market.



Participation in KOREA MAT 2025

Participation in the Formulation of Industry Standards

As the lead contributor, JINGDONG Logistics drafted China's national standard *Requirements for Digital and Intelligent Management of E-commerce Logistics*, which passed review by the expert panel of the National Logistics Standardization Technical Committee in December 2025.

As the lead contributor, JINGDONG Logistics drafted the China Satellite Navigation and Positioning Association's group standard *BDS Logistics Application-Technical Requirements and Test Methods For Unmanned Delivery Vehicle*, converting its large-scale autonomous vehicle operational experience into industry standards and advancing technical specification and coordinated industrial development in autonomous delivery.

Technology Innovation Awards of JINGDONG Logistics in 2025

Second Prize
of National Natural Science Award

State Council

First Prize
in Natural Science

Chinese Institute of Electronics

A total of 12 projects won **science and technology awards**

China Federation of Logistics and Purchasing

2025 Machinery Industry Science and Technology **Innovation Pilot Award**

Machinery Industry Information Research Institute

WSIS Prizes 2025 Nomination Award

International Telecommunication Union, UNESCO



Feature



Building a Global Network to Advance Integrated Cross-border Supply Chain

JINGDONG Logistics International Integrated Supply Chain Strategy

Over the past year, we have continued to strengthen four core capabilities: delivery speed, unified e-commerce inventory management, international air cargo networks, and last-mile delivery. We further densified our global warehousing network, leveraged technology to enhance overseas logistics operations, increased the frequency of dedicated air cargo routes, and expanded last-mile fulfilment systems tailored to local markets.

As a leading technology-driven supply chain solutions and logistics service provider, JINGDONG Logistics has always been guided by the vision of "becoming the world's most trusted supply chain infrastructure service provider". In 2025, we formally introduced our international integrated supply chain strategy and launched the "Global Smart Supply Chain Network 2.0", marking a new chapter in JINGDONG Logistics's globalisation journey as we evolved from a point-based presence to a network-driven footprint.

Global Smart Supply Chain Network 2.0 Route and Key Progress

Strategic Pillars	2-3 Day Delivery Circle	Global Unified E-commerce Inventory Management	International Aviation Network	Global Express Delivery
<p>Core Objectives</p> 	<p>To comprehensively build a global 2-3 day delivery circle covering 25 markets.</p>	<p>To launch 72-hour streamlined reverse return service and the overseas warehouse integrated delivery and installation service for bulky items to enhance e-commerce operational efficiency.</p>	<p>To establish a self-built aviation network under the "11668" global air artery framework, building 68 all-cargo aircraft stations domestically and internationally and forming 6 regional aviation hubs.</p>	<p>To continuously expand our delivery service coverage and strengthen capabilities across specialized segments, meeting the demand of domestic and international customers for faster and better services.</p>
<p>Key Progress</p> 	<ul style="list-style-type: none"> • We completed the rollout of an integrated warehousing and delivery network across the Middle East and Europe. In 2025, JINGDONG Logistics established more than ten overseas warehouses in the Middle East and built over ten warehousing centers across Europe. • We enhanced operational efficiency through intelligent technologies. We introduced advanced equipment such as LangzuTech Tote Handling robots and automated picking systems in our overseas warehouses, improving warehouse operations and picking efficiency. Driven by technology, we established a 2-3 day delivery circle. 	<ul style="list-style-type: none"> • The Company has launched integrated delivery and installation services for bulky home appliance in four European countries and Singapore and Malaysia, becoming the first Chinese logistics company to offer this service in Europe. • We introduced high-efficiency cold chain services in four European countries, offering same-day and next-day delivery. By deploying reusable cooler boxes and ensuring end-to-end cold chain logistics, we enable overseas consumers to enjoy fresh products with speed and reliability. 	<ul style="list-style-type: none"> • The Company successively launched more than 20 new international charter air-cargo routes, including Nanjing-Incheon, Shenzhen-Singapore, and Nanjing-Dhaka, building an international freight network covering East Asia, Southeast Asia, and South Asia. • We officially introduced our first A330 wide-body freighter, providing stable and efficient capacity for sectors such as cross-border e-commerce and advanced manufacturing. 	<ul style="list-style-type: none"> • We established localized delivery networks across the Middle East, Europe, and introduced the express delivery brand JoyExpress. Through our last-mile services, local consumers can enjoy door-to-door delivery, cash-on-delivery options, and high-efficiency services such as same-day and next-day delivery. We have also established local customer service teams in the Middle East to provide timely support and assistance.

Asia Pacific

Asia Pacific: Launch Multiple Air-cargo Routes

Case

In 2025, JD Airlines officially launched scheduled international freight routes connecting Wuhan–Bangkok, Shenzhen–Singapore, Wuhu–Hanoi, and Shenzhen–Bangkok, with flight frequencies dynamically adjusted by season. Leveraging the advantages of direct scheduled flights and high-frequency stability, we enabled a "load-and-go, fast delivery" model, opening up smoother international logistics channels for advanced manufacturing.

Singapore and Malaysia: Integrated Delivery and Installation Service for Bulky Items

Case

We launched an integrated delivery and installation service for bulky items in major cities in Malaysia and Singapore. After placing an order and scheduling an appointment, customers receive door-to-door delivery and installation in a single visit. By the end of 2025, the service offers next-day delivery in core areas of Kuala Lumpur, Malaysia.

Middle East

Saudi Arabia: Launch Overseas Express Brand JoyExpress

Case

On June 18, 2025, we officially launched JoyExpress, our express delivery brand in Saudi Arabia, marking the completion of a full logistics network in the country encompassing warehousing, transshipment, sorting, and last-mile delivery. By the end of 2025, JoyExpress has covered most of Saudi Arabia, offering services including address modification, temporary return storage, scheduled delivery, door-to-door reverse pickup, cargo insurance, cross-border transportation, customs clearance, and local distribution. We have also assembled a localized professional team comprising couriers, drivers, warehouse staff, and Arabic-speaking customer service representatives to fully support service delivery on the ground.

Autonomous Delivery Vehicles Arrive in Saudi Arabia

Case

Multiple units of our sixth-generation intelligent delivery vehicles have arrived in Saudi Arabia and are undergoing testing at our logistics park. These vehicles will primarily be deployed for local express delivery services, operating alongside JoyExpress couriers in a human-machine synergy to provide efficient, high-quality last-mile delivery to local consumers.

Americas

Mexico: Open First Overseas Warehouse

Case

We opened our first overseas warehouse in Mexico, spanning over 40,000 square meters. The facility primarily provides warehousing and logistics fulfillment services for an internationally renowned fast-fashion e-commerce enterprise operating in the Mexican market. Leveraging our efficient supply chain logistics system, we enable goods to be delivered within as little as one day, serving Mexican consumers faster and better.

United States: Deploy Multiple Intelligent Logistics Technologies in Warehouse Parks

Case

We have introduced a range of logistics technologies across our US warehouse parks to comprehensively enhance operational efficiency. DWS equipment has been deployed at the inbound stage; high-density bin storage and goods-to-person workstations have been adopted in the storage stage to improve space utilization and picking efficiency; automated packing and sealing equipment has been applied at the packing stage; and conveyor lines and sorters have been configured for outbound processing, effectively supporting peak capacity during major promotional events such as Black Friday.

Europe

Establish Express Delivery Network in Europe

Case

JINGDONG Logistics established a logistics network in Europe, accelerating the pace of our logistics supply chain development overseas. In 2025, we have already operated over 60 warehouses and depots in Europe for Joybuy, covering core urban clusters in the UK, France, Germany, and the Netherlands. We offer same-day and next-day delivery at the fastest, providing European consumers with quality products, fast and reliable delivery, competitive pricing, and attentive service.

Cold Chain Services Launched Across Multiple European Countries

Case

We have established cold chain solutions for fresh food across multiple European countries, safeguarding product condition throughout the entire chain, from warehouse storage and transportation to final delivery. We have deployed temperature sensors in multiple warehouses across Europe, enabling real-time temperature monitoring with fully traceable and verifiable temperature control data. For different product categories, we have also established a multi-dimensional, standardized sampling inspection and grading mechanism to ensure precise temperature management.

Cultivating Green Operations and Building a Low-carbon Network

JINGDONG Logistics actively fulfills its responsibilities as a global corporate citizen, embedding sustainability principles into every aspect of our overseas business operations. We are committed to building an end-to-end green international supply chain, systematically deploying low-carbon solutions across core scenarios including warehousing, transportation, and packaging, and contributing through concrete action to the development of a global green logistics ecosystem.

Green Warehousing

- We installed solar power generation equipment at logistics parks and warehouses, channeling clean electricity into local power grids or using it for on-site consumption
- We applied high-efficiency lighting, intelligent temperature control technology, and refined energy management systems to continuously reduce energy consumption in warehousing operations
- We actively pursued green building and environmental certifications at our operating locations, building high-standard warehouses that comply with local environmental regulations
- We standardize sorting areas and professional compaction equipment have been established at core warehouses to enable accurate diversion of recyclables, compliant disposal of batteries, and a significant reduction in landfill rates
- We conducted dedicated waste management training sessions combining theory and hands-on practice, driving continuous improvement in employee waste classification compliance, with classification behavior incorporated into our performance management system

Green Transportation

- We collaborated with industry partners to pilot new energy transportation solutions across a range of logistics scenarios, effectively reducing carbon emission intensity in the transportation segment
- We adopted digital and intelligent energy management technologies to optimize transportation energy efficiency and improve fuel economy

Green Packaging

- We established a secondary carton recycling and management mechanism, increasing carton reuse rates across warehousing and delivery, and systematically reducing the consumption of natural materials
- In cold chain and other business segments, we promoted reusable cooler boxes and delivery boxes, operating a full closed-loop management system covering deployment, collection, cleaning, and reuse, significantly reducing the consumption of single-use packaging materials
- We replaced traditional plastics and foam with corn starch-based degradable filling materials, bubble cushions, and wool felt, continuously advancing the shift toward recyclable and biodegradable packaging and reducing the environmental footprint per parcel
- We worked with suppliers to optimize packaging design, promoted green packaging solutions, and reduced material consumption

Warsaw Warehouse No. 2: Innovative, Green, and Compliant Operations

Case

JINGDONG Logistics's Warsaw Warehouse No.2 in Poland has implemented systematic environmental measures and technological applications, pioneering a closed-loop recycling model for "pallets and turnover boxes" to reduce packaging waste at source. Partnered with EU-accredited certification bodies, JINGDONG Logistics established a traceability system for waste management, ensuring the compliant disposal of batteries. In the area of waste classification, an intelligent sorting monitoring system has been introduced, significantly improving the accuracy and efficiency of waste sorting. During the Reporting Period, the Warsaw Warehouse No. 2 achieved a number of notable environmental performance milestones, including a significant reduction in the proportion of warehouse waste sent to landfill.

Reusable Cooler Boxes Promoted Across Europe

Case

In advancing the green packaging transformation, JINGDONG Logistics identified cold chain business as a key entry point and scaled up the deployment of reusable cooler boxes across our European operations. This model replaces traditional single-use foam boxes and cartons with highly durable, reusable cooler boxes, establishing a closed-loop circulation system from warehouse deployment through to last-mile collection, cleaning, and reuse. In 2025, JINGDONG Logistics deployed reusable cooler boxes in our Joybuy cold chain operations, with a total usage of over 170,000 times, effectively reducing packaging waste and the operational carbon footprint.

Cultivating Local Talents and Empowering Talent Development

We operate under the principle of "local talent first, supplemented by global experience", advancing localized hiring overseas, empowering talent development, and upholding diversity, equity, and inclusion. Through competitive compensation and targeted incentives, we have effectively promoted employment and skills development across our global regions, achieving simultaneous improvements in team localization rates and operational adaptability.

Offering Diversified Employee Care for Shared Development

Based on our global overseas operational footprint, we have built a diversified and precisely tailored employee care framework that reflects regional cultural characteristics, labor rights standards, and employees' actual needs. Our care initiatives focus on specific groups including female employees, employees with disabilities, employees facing hardship, and frontline workers. Through themed festivals and other special activities, we deliver comprehensive, people-centered care that strengthens employees' sense of belonging and wellbeing, contributing to a stable and healthy employment ecosystem.

Multi-Dimensional Physical and Mental Health Protection

Our overseas operations strictly adhere to occupational health and safety regulations and labor standards, maintaining a standardized and routinized health and safety management system. Through diversified measures including risk prevention and control, specialized training, protective safeguards, emergency response, and mental health support, we comprehensively mitigate safety risks across all operational scenarios, safeguard employees' physical and mental wellbeing, strengthen safety awareness across the entire workforce, and drive continuous improvement in production safety and occupational health management, advancing our approach from "safety assurance" to "health promotion".

Building a Global Talent Development System through the "Local Elite Management Trainee" Program

Case

We launched the "Local Elite Management Trainee" program for overseas university graduates worldwide, establishing a systematic and internationally oriented training framework. The program offers 18 months of global cross-regional rotation, a dual-mentor model pairing headquarters and regional mentors, and welfare support including housing allowances and cross-cultural subsidies, equipping participants to grow rapidly into well-rounded international professionals. By the end of the Reporting Period, the program had been implemented in 12 countries, with a high retention rate affirming the attractiveness and stability of our training system. The program has become a vital bridge connecting local market needs with our global business operations.

Special Training on "Heat Stress + Mechanical Safety" and Other Topics to Prevent and Control High Temperature and Operational Risks

Case

In 2025, in response to the high-temperature working environment and warehousing machinery operation risks in Saudi Arabia, the UAE, and other regional markets, our Middle East operations delivered a dedicated "Heat Stress + Mechanical Safety + Fire Drills + Emergency Evacuation + Fire Extinguisher Use" training program. The training covered heat stroke prevention, first aid procedures, and safe operation standards for forklifts and racking systems. Through a combination of theoretical instruction and practical exercises, we effectively enhanced employees' awareness of protection of work in hot weather and their proficiency in safe machinery operation.

Feature

Empowering Rural Areas, Sharing High-Quality Logistics Services

JINGDONG Logistics has actively advanced rural logistics system development and continued to extend high-quality logistics services to counties, townships, and administrative villages in China. JINGDONG Logistics has strengthened its rural intelligent logistics network, innovated integrated supply chain models for agricultural products, and opened up the full production-to-market channel, effectively connecting the "first mile" for agricultural product e-commerce with the "last mile" of logistics delivery, contributing meaningfully to rural modernization and rural revitalization.

Improving the Rural Logistics Network

JINGDONG Logistics has built an intelligent logistics network spanning county, township, and village levels. By developing industrial belts at the place of origin and intelligent supply chain centers suited to local conditions, and establishing service stations in remote towns and villages, JINGDONG Logistics continues to improve the depth and quality of rural logistics access.

In 2025, JINGDONG Logistics achieved full coverage of county-level areas and near-complete coverage of administrative villages across China, and has established nearly

100,000

service stations at the township and village levels

Advancing the Integration of Production and Marketing

JINGDONG Logistics is committed to driving integrated production-marketing development and continuously strengthening the market competitiveness of regionally distinctive agricultural products through innovative rural industry supply chain solutions. JINGDONG Logistics actively collaborates with local authorities and industry associations to plan and execute diversified brand promotion activities, including harvest festivals, e-commerce festivals, and trade exhibitions, effectively expanding sales channels for agricultural products. At the same time, through rural talent development mechanisms, JINGDONG Logistics has built a local logistics talent pipeline that enhances the sustainable development capability of rural industries. JINGDONG Logistics has taken concrete action to address the pain points of local agricultural specialties, including shortage of logistics, low prices, and weak brand recognition, driving agricultural transformation and upgrading and helping farmers increase their incomes.

Measures to Integrate Production and Marketing

Integrated supply chain solutions

JINGDONG Logistics provides agricultural products with full-process services from pick-up at the place of origin, multimodal transportation, and intelligent sorting through to after-sales support. Building on its smart warehousing network, JINGDONG Logistics has established front-end collection centers in major agricultural production areas, optimized multimodal transport routing, introduced automated sorting and temperature control technology, and achieved full-process transparent management through intelligent traceability systems. JINGDONG Logistics has also established a rapid after-sales response mechanism, creating a standardized and replicable agricultural product e-commerce service model.

Developing new marketing models

JINGDONG Logistics organizes traceability live-stream campaigns to support farmers, facilitates direct connections with buyers, and integrates cultural and tourism elements. Working with local authorities and e-commerce organizations, JINGDONG Logistics creates dedicated brand showcases for geographical indication agricultural products, helping fresh produce find new markets and enabling farmers to increase yields and income.

Cultivating rural talents

JINGDONG Logistics works with local authorities, agricultural cooperatives, and vocational colleges to jointly develop skills training programs for rural youth covering logistics management and related disciplines. By establishing training bases, launching targeted placement programs, and organizing skills competitions, JINGDONG Logistics is building an integrated "training, certification, and employment" talent support system to foster sustainable local talent development.

Launch Joint Skills Training Program with Lankao County

Case

From April to May 2025, JINGDONG Express partnered with the Lankao County Government of Henan Province to carry out a special rural integrated development initiative. Centering on "express delivery into villages, talent into townships, and services into households," the program held the "JINGDONG Express Home-based Entrepreneurship Training Workshop" across 13 towns and townships throughout the county. Training targeted local villagers, returning youth, and agricultural cooperative leaders, covering practical skills in e-commerce operations, express delivery services, and product promotion. The program trained more than 1,000 rural promoters in total.



JINGDONG Express Home-based Entrepreneurship Training Workshop

Partnering with Guizhou Tongzi "Village Gala" to Bring Local Products to Market

Case

In January 2025, JINGDONG Express partnered with the Guizhou Tongzi "Village Gala," leveraging the Ministry of Culture and Tourism's nationwide "My Village Gala, My New Year" live-stream relay event to support rural revitalization through the integration of express logistics and commerce resources, advancing the market reach of local specialty products and regional economic development.

The Tongzi Village Gala, a local cultural institution now in its 18th year, serves as an important platform for the convergence of Bashu, northern Guizhou, and Yelang cultures. Leveraging the event's influence, JINGDONG Express set up an intangible cultural heritage New Year market at the venue, promoting Tongzi specialties including square bamboo shoots, beef jerky, and dried tofu alongside mud-whistle intangible heritage creative products through integrated online and offline engagement. During the live-stream session, JINGDONG Express couriers and intangible heritage inheritors jointly showcased local specialty products, and through the high-quality "door-to-door pickup and delivery" service, opened up logistics channels connecting counties and townships. This allowed villagers to enjoy convenient express delivery services while effectively bringing quality local goods to wider markets, charting a path for rural revitalization that integrates culture, tourism, and industry.



Guizhou Tongzi "Village Gala" Live Broadcast Site

JINGDONG Logistics Develops New Agricultural Products Integrated Solution

Case

To address the core challenges surrounding the online sales of agricultural products from Yangchun, JINGDONG Logistics developed an innovative integrated supply chain solution spanning collection, transportation, sorting, and after-sales services.

At the front-end collection stage, drawing on its "New Farmer Accompany Program", JINGDONG Logistics established dedicated collection points across major Yangchun agricultural production areas, covering remote growers and small and medium-sized enterprises and providing greater convenience to farmers and merchants. In the transportation stage, JINGDONG Logistics integrated multimodal resources including aviation and rail, created green-channel priority routing for Yangchun agricultural products, and improved delivery speed while reducing costs through routing optimization approaches such as priority sorting and streamlined distribution. In the after-sales stage, JINGDONG Logistics established a dedicated response mechanism to handle transportation anomalies within 10 minutes, ensuring any issues arising during transit are resolved promptly. This integrated agricultural product solution has effectively opened up the full chain for local agricultural specialties and provided a replicable logistics solution model for rural revitalization.



Agricultural Products Integrated Solution

Improving Rural Express Delivery Service Quality

JINGDONG Logistics has continued to advance high-quality service delivery to villages and households, improving service quality and delivery timeliness in rural and remote areas while fully opening up online sales channels for agricultural products. The Company has also actively expanded the scope of rural services, leveraging policies such as "national trade-in subsidies for villagers" to facilitate the direct delivery of eligible high-quality products to rural consumers, ensuring that farmer-support policies and premium goods reach communities simultaneously, and effectively upgrading rural consumption and improving quality of life.

During the 618 Grand Promotion in 2025, JINGDONG Logistics achieved same-day delivery across the vast majority of cities, counties, and districts in China, and minute-level delivery in nearly 100 cities. Remote areas, including Shule County, Shufu County, Changji, Turpan, Shihezi, Zhongwei, Dingxi Lintao, and Linxia Yongling, achieved same-day online shipping delivery for the first time. In Lankao, Henan Province, shipment volumes during the 618 Grand Promotion grew approximately twofold year-on-year. In Shiquanhe Town, Ali, Xizang, the launch of a JINGDONG Logistics rural service station accelerated local delivery speeds by more than four days year-on-year during the same period.

Measures to Improve Rural Service Quality

Improved delivery speed

Improving the rural last-mile network and terminal service infrastructure: Expanding rural service stations and distribution coverage to improve rural delivery speed.

Rapid sorting: Automated equipment including sorting vehicles, sorters, and conveyor belts has been deployed to raise operational efficiency.

Improved service experience

Packaging: JINGDONG Logistics has promoted reusable cooler boxes and customized shock-resistant, temperature-controlled packaging to safeguard product safety.

Cold chain guarantee: Full-process temperature control and intelligent monitoring ensure fresh food quality and distribution reliability.

Enriched service content

Large-scale equipment renewal and consumer goods trade-in program for villagers: JINGDONG Logistics has launched the innovative "10+3+N"² service capability, making subsidy applications more convenient for rural consumers.

Integrated service of home appliance delivery, installation, disassembly and collection: An integrated home appliance delivery, installation, disassembly, and collection service provides end-to-end fulfillment extending the rural service chain.

² The number 10 stands for 10 standard services provided by JINGDONG Logistics; 3 refers to three customized services; and N represents diversified combined value-added products to meet consumers' personalized demands.

Same-day Delivery Reaches Shule County and Shufu County, China's Westernmost Counties

Case

With the opening of JINGDONG Logistics's Kashgar warehouse, Shule County and Shufu County have begun to enjoy same-day online shopping delivery service for the first time. Key areas including Tokezhak Town in Shufu County and Shule Town, the Improved Seed Farm, and the Qilu Industrial Park in Southern Xinjiang in Shule County can now enjoy the "211" same- and next-day delivery. Delivery speeds in other towns have improved by an average of two days. This initiative enables more consumers in remote areas to access high-quality logistics services while continuously reducing logistics costs across border regions through optimized supply chain routing.



JINGDONG Logistics Kashi Warehouse Opening Ceremony

Intelligent Delivery Vehicle in Rural Villages Improve Delivery Speed in Remote Areas

Case

JINGDONG Logistics has focused on improving last-mile delivery speed for agricultural products so that "farm-fresh goods" match urban delivery speeds. In remote towns such as Biguo Town and Xinzhuang Town in Zhaoyuan City, JINGDONG Logistics has achieved intensive rural logistics node operations by building a unified regional sorting center and deploying intelligent autonomous delivery vehicles for last-mile delivery. This has shortened the average end-to-end delivery speed for agricultural products by approximately 10 hours, while reducing logistics costs for local agricultural input suppliers, fruit cooperatives, and other operators by approximately 12%.



Autonomous Delivery Vehicles in the Village

Cold Chain Warehouse Construction Ensures Fresh Food Delivery Quality

Case

In 2025, JINGDONG Logistics's first self-operated cold chain warehouse in Inner Mongolia commenced operations, providing full-chain temperature-controlled assurance from storage through to delivery for fresh goods. For local consumers in Inner Mongolia, the most significant change brought by this cold chain facility is the complete transformation of the "local buying, local delivery" shopping experience. Data shows that since its launch, the most popular categories among Inner Mongolian consumers have been chicken, seafood (fish and shrimp), frozen pastry products, and frozen fruits like durian. Consumers in Hohhot and Baotou can enjoy the "211" same- and next-day delivery service—orders placed before 11:00 a.m. are delivered the same afternoon, and orders submitted before 23:00 are delivered by 15:00 the next day—further strengthening JINGDONG Logistics's advantage in delivery speed and user experience.



JINGDONG Logistics Cold Chain Transportation

Direct Access to Large-scale Equipment Renewal and Consumer Goods Trade-in Program Helps Drive Consumption Upgrading in Rural Areas

Case

JINGDONG Logistics has continuously advanced its "large-scale equipment renewal and consumer goods trade-in program for villagers" to support rural consumption upgrading. To ensure accurate and effective implementation, JINGDONG Logistics has upgraded and launched the innovative "10+3+N" service capability, leveraging AI image detection, data verification, electronic fencing, and other technologies to provide one-stop service for consumers purchasing goods covered by large-scale equipment renewal and consumer goods trade-in program such as mobile phones, tablets, and smart wearables. Drawing on the Super Brain LLM and the accumulated service experience of JINGDONG Logistics couriers, the system rapidly identifies SN and IMEI codes, assisting consumers through door-to-door signing, activation, and verification, making this offline one-stop service seamless and convenient. For household appliances and home goods covered by this program, JINGDONG Logistics's "delivery, installation, dismantling, and collection" integrated last-mile delivery service, combined with trade-in capabilities including "simultaneous delivery and collection" and "cross-category replacement", has effectively addressed the practical challenges rural consumers face in purchasing, installing, and upgrading products.



Large-scale Equipment Renewal and Consumer Goods Trade-in Program for Villagers

01

Environmental

Co-Building a Green Ecosystem

Green logistics is playing an increasingly critical role in the global response to climate change and the push toward a low-carbon transition. JINGDONG Logistics regards sustainable development as its long-term strategy, and on the foundation of scientific governance, continuously refines its environmental management system, systematically drives green logistics network construction and technological innovation, deepens low-carbon practices across warehousing, transportation, and packaging, and actively addresses the challenges and opportunities presented by climate change. JINGDONG Logistics also partners with ecological partners and the broader public to carry out diverse green initiatives, jointly building a sustainable future where people and nature thrive together.



Sustainable Development Goals, SDGs



Strengthening Environmental Management

JINGDONG Logistics has deeply integrated the concept of green environmental stewardship into its corporate operations, and strictly complies with laws and regulations including the *Environmental Protection Law of the People's Republic of China*, the *Energy Conservation Law of the People's Republic of China*, and the *Water Law of the People's Republic of China*, as well as environmental protection requirements in all locations where it operates. JINGDONG Logistics has established the *Environmental Factor Identification and Evaluation Form*, covering all aspects and processes of operations, systematically identifies environmental factors, implements strict controls over significant environmental factors, and has introduced monitoring technologies and equipment to strengthen real-time monitoring and precision management, comprehensively elevating environmental risk prevention and control.

JINGDONG Logistics has continued to advance the construction of its environmental management framework, and formulated the *Environmental Management Policy* to establish full lifecycle management requirements for itself and its supply chain across energy, water, waste, and biodiversity. Through setting environmental targets, implementing environmental protection requirements, and regularly conducting energy and water-saving training, JINGDONG Logistics works to minimize its environmental impact. The Company also maintains ongoing communication and collaboration with local ecological and environmental authorities, ensuring that its operations comply with environmental regulations and standards.

In 2025, ISO 14001 Environmental Management System certification covered the Company's main business operations. In addition, the Company conducted internal environmental management audits for all main business operations. In the past five years, the Company has not experienced any incidents causing significant environmental harm or received significant environmental pollution penalties.

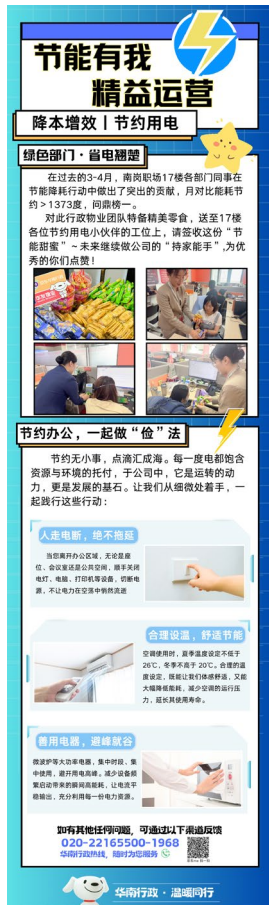
JINGDONG Logistics also prioritizes great importance on building an environmental protection culture. On major occasions such as the Earth Day and the World Environment Day, organizing themed awareness campaigns to promote green values, internalizing the concept of sustainable development among employees.

Energy Management

JINGDONG Logistics regards energy consumption management as a key driver of environmental performance. Through deploying intelligent control systems, upgrading energy-efficient equipment, and optimizing operational processes, JINGDONG Logistics systematically advances refined energy management, continuously improves energy utilization efficiency, and supports the Company's green and low-carbon operational goals.

Energy Management Measures of JINGDONG Logistics

Energy saving in business operations	<p>Energy management has been integrated throughout all business processes. We systematically advanced warehousing space optimization and refined energy management, intelligent dispatching and fuel-efficient driving training for transportation vehicles, and the application of smart logistics technologies and equipment, continuously improving energy efficiency and low-carbon operational capabilities.</p> <p>For details, please refer to the chapter "Leading Green Logistics".</p>
Energy saving in offices	<p>Air Conditioning</p> <p>We operate an intelligent temperature control platform that dynamically adjusts the number of active refrigeration units, water circulation temperature, and cooling tower parameters based on floor occupancy, seasonal variation, and outdoor temperature.</p> <p>Lighting</p> <p>Energy-saving lamps have been installed throughout, with independent infrared motion-sensing lighting added to office areas. Lighting defaults to off during non-working hours and activates when occupancy is detected, reducing unnecessary illumination time.</p> <p>The newly constructed office building employs 270° panoramic LOW-E glass across the full building envelope, achieving a natural light utilization rate of up to 82% and realizing the co-existence of light and architecture.</p> <p>Elevators</p> <p>We continuously optimize elevator dispatch logic, shifting from a fixed nearest-elevator assignment to a demand-weighted capacity calculation model, reducing unnecessary elevator trips and wasted capacity.</p> <p>Meeting</p> <p>Intelligent timer switches have been installed on meeting room systems to automatically cut power at scheduled times, enabling precise management of equipment electricity consumption.</p> <p>We have launched and improved the AI-powered "Huiji" meeting assistant feature, automatically identifying speakers, generating meeting minutes, summarizing communications, and producing action items, effectively improving meeting efficiency and reducing energy consumption during meetings.</p> <p>Heating</p> <p>Technical upgrades and optimized configuration of the heating system have effectively improved heating efficiency and reduced energy consumption.</p> <p>Others</p> <p>Energy-saving retrofits have been implemented for auxiliary facilities including underground car parks and public areas, combining scheduled operation with intelligent maintenance to reduce unnecessary energy consumption.</p>



South China Nangang Workplace "Monthly Excellence Evaluation" Activity

In 2025, JINGDONG Logistics continued to promote a green office culture through systematic training and normalized incentives. The Company conducted "Workplace Energy Saving and Consumption Reduction Management" training for office employees across China, sharing energy-saving knowledge and best practices. A "Monthly Excellence Evaluation" pilot program was launched in South China, using data-based assessment and recognition to encourage employees to actively adopt behaviors such as "power off when leaving and setting reasonable temperatures", jointly fostering a low-carbon, energy-efficient office environment.

In 2025, JINGDONG Logistics's office-related energy costs decreased by 17.87% compared to 2024.

JINGDONG Logistics's office-related energy costs decreased by

17.87% year-over-year

2025 Green Office Goals

To reduce office-related energy costs by

16% year-over-year

Resources Management

JINGDONG Logistics places great importance on resource management and continuously optimizes resource utilization efficiency. Recognizing that water and paper consumption in its operations primarily originates from office premises, warehousing facilities, and related auxiliary processes, JINGDONG Logistics has actively improved resource utilization efficiency and recycling levels through water-saving measures, optimized water use processes, and the promotion of paperless operations.

JINGDONG Logistics Resource Management Measures

<p>Water resources management measures</p>	<p>Comprehensive application of water-saving appliances</p>	<p>All office premises use water-saving fixtures that comply with the <i>Standard for Domestic Water Saving Devices (CJ 164-2002)</i>, with infrared induction faucets installed in selected locations to dispense measured quantities, improving water use efficiency at the source</p>
<p>Water-saving technology renovation</p>	<p>Water-saving technology renovation</p>	<p>We continuously carries out water-saving renovation projects, systematically upgrading and optimizing existing water use facilities and introducing advanced water-saving technologies and equipment to achieve refined water resource management</p>
<p>Water recycling and reuse</p>	<p>Water recycling and reuse</p>	<p>Reclaimed water recycling and treatment systems have been installed at selected sites. During the rainy season, collected rainwater undergoes filtration, disinfection, and sterilization before being used for landscaping, enabling resource recycling</p>
<p>Paper management initiatives</p>	<p>Promoting paperless office</p>	<p>We have fully implemented digital office practices, systematically reducing paper consumption through electronic invoices, electronic signature billing, and full-process digital signature and online archiving By the end of the Reporting Period, we had signed nearly 600,000 employee labor contracts in electronic form and archived them, and we prioritized online signature for external cooperation agreements, significantly reducing offline contract printing</p>

Waste Management

Waste generated in JINGDONG Logistics's daily operations primarily comes from packaging operations, warehousing circulation, transportation, and office management. Adhering to the principles of "reduction, recycling and harmless treatment of solid waste", the Company has established a waste management system that includes the *Solid Waste Control Procedures*, regularly conducted internal audits of waste, identified the types, sources, and quantities of all waste, and strived to control waste generation from the source. In addition, the Company actively carried out various secondary recycling and reuse initiatives, and continuously improved the level of resource circulation to reduce waste sent to landfills, driving the full implementation of green operations.

Waste Management Measures of JINGDONG Logistics

<p>General waste management</p> <p>Carton recycling stations have been set up in packing, unpacking, and returns areas to promote the reuse of packaging materials. General production waste is further separated into waste paper and plastic consumables, enabling classified collection and resource processing of recyclables, with separate management from household waste.</p>	<p>Hazardous waste management</p> <p>Centralized temporary storage areas have been established to classify and store hazardous waste, preventing random accumulation and contamination of stored inventory. Production waste and household waste are strictly separated, with hazardous waste generated in production processes subject to specialized collection and compliant disposal.</p>
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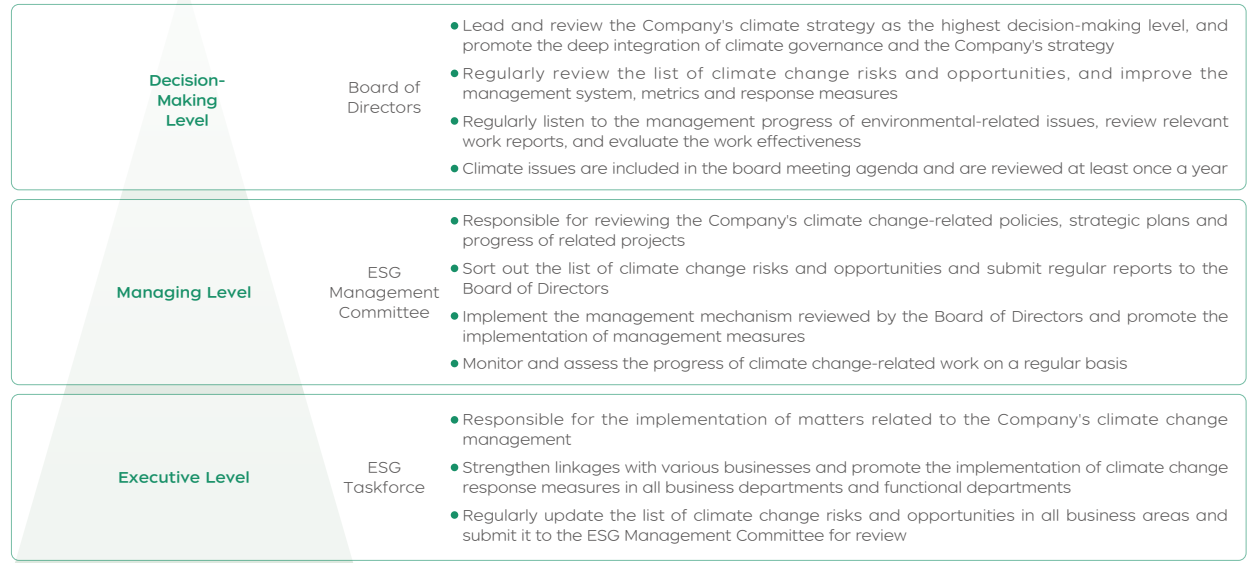
Addressing Climate Change

JINGDONG Logistics actively responds to global climate governance initiatives, upholds the goals and principles of the *United Nations Framework Convention on Climate Change* (UNFCCC) and the *Paris Agreement*, and complies with the requirements of the *International Financial Reporting Standards (IFRS) S2 Climate-Related Disclosures* issued by the International Sustainability Standards Board (ISSB). JINGDONG Logistics has systematically built a climate management framework encompassing governance structure, strategic planning, risk management, and metrics and targets, continuously advancing low-carbon operations and climate resilience, and contributing to the global temperature control objectives.

Governance

JINGDONG Logistics has built a complete climate governance framework spanning strategic leadership, management oversight, and operational execution through a three-tier "decision-making, management, and execution" structure. The framework clearly defines the rights, responsibilities, and coordination mechanisms at each level, systematically integrating climate change response into corporate strategy and management processes, communicating and engaging with stakeholders such as value chain partners, relevant industry associations, and regulatory authorities regarding the net-zero transition plan, and simultaneously assessing potential social impacts that may arise, and driving the effective implementation of carbon reduction targets across warehousing, transportation, and other business functions. In 2025, JINGDONG Logistics convened one Board meeting on climate change.

Climate Change Governance Framework of JINGDONG Logistics



Strategy

Guided by green development, JINGDONG Logistics takes a coordinated approach to mobilizing both internal and external resources. Leveraging its industry-leading logistics infrastructure and technological innovation capabilities, the Company advances systematic low-carbon practices and strategic initiatives to develop sustainable supply chain solutions with demonstrative value, leading the industry's green transformation and high-quality development.

Based on the *Implementation Guidance for Climate Disclosures under HKEX ESG reporting framework*, JINGDONG Logistics has defined short-term (2026-2030), medium-term (2031-2040), and long-term (2041-2050) time horizons. Through forward-looking assessment of global climate governance trends and industry transformation pathways, referencing the outcomes of the previous year's work, and in-depth analysis of the Company's business structure and value chain, a total of 14 significant climate-related risks and opportunities were identified this year. These comprise 4 physical risks, 7 transition risks, and 3 strategic opportunities. This systematic approach enables the Company to address challenges, seize opportunities in low-carbon development, and drive steady growth and value enhancement during the climate transition.



JINGDONG Logistics Climate Risks and Opportunities Analysis

Climate Physical Risks				
Risk	Type	Impact Cycle	Impact Analysis on Own Operations and Value Chain	Response
Inundation (flood), rainstorm, snowstorm	Acute risks	Short, medium, and long term	Climate change leads to frequent extreme weather, floods, heavy rains, blizzards and other disasters may have a direct impact on the storage facilities, transportation routes and supply chain stability of JINGDONG Logistics, resulting in logistics interruption, rising operating costs and declining business volume, thus bringing continuous risks to the Company's operating performance.	<ul style="list-style-type: none"> We adopt the concept of "sponge city" in warehousing and park design to improve site infiltration, stagnation, storage and drainage capacity and enhance infrastructure resilience Based on the analysis of rainstorm and flood history and climate models, we optimize the flood warning mechanism and improve the emergency response plan to realize risk pre-management We implement flood control and strengthening of logistics facilities, emergency material reserves and regular drills to improve disaster response capabilities and ensure supply chain stability and business continuity Through the formulation and implementation of blizzard response SOP³, the whole-link systematic operation guarantee is achieved to ensure the continuous and stable operation of services under extreme weather
Typhoon	Acute risks	Short, medium, and long term	<p>The strong wind and rainstorm caused by typhoon seriously affected road traffic, blocked logistics vehicles, delayed distribution, and threatened transportation safety and efficiency. The typhoon may also damage warehouses and sorting centers, such as water leaks and breakage, endangering the safety of stocks.</p> <p>During the typhoon, the power supply is prone to interruption or instability, which may affect the normal operation of key logistics facilities such as cold storage and automated sorting equipment.</p>	<ul style="list-style-type: none"> We strengthen meteorological monitoring and early warning tracking, dynamically adjust transportation routes and operation plans, and formulate emergency plans and backup transportation plans in advance to ensure that the response mechanism can be quickly activated during typhoons and ensure the resilience of logistics operations We strengthen flood and wind prevention measures for infrastructure such as warehouses and sorting centers, including reinforcing doors and windows, storing emergency supplies such as sandbags and drainage equipment, and ensuring the safety of facilities and goods
Extreme high temperatures	Acute risks	Short, medium, and long term	<p>JINGDONG Logistics is faced with decreased operating efficiency and employee health risks due to high temperature weather, so it needs to increase investment in high temperature subsidies, medical support and heatstroke prevention equipment to increase operating costs.</p> <p>High temperatures also increase the energy consumption of warehouses and vehicles for refrigeration and the demand for environmentally friendly refrigerants, accelerate the performance decay of power batteries and mechanical equipment, and increase maintenance and energy costs.</p>	<ul style="list-style-type: none"> We entrust third parties to assess the climate vulnerability of warehouses and fixed assets, focusing on areas with significant heat island effects such as urban centers and ports, and improving the high temperature warning system and emergency plans At the facility level, we optimize warehouse ventilation and insulation, such as roof exhaust fans, side wall forced ventilation systems and industrial fans, and improve air circulation and working environment in the warehouse At the operational level, we use the intelligent weather warning system to optimize transportation routes and operation times to avoid high temperature risks. At the same time, we standardize the management of cold chain equipment, carry out preventive maintenance, and reserve emergency materials such as heatstroke prevention drugs and explosion-proof tires to ensure equipment operation and employee safety
Increased average temperature	Chronic risks	Medium and long term	Hot weather may lead to a decrease in road capacity, increase transportation time and energy consumption costs, and may also lead to damage or deterioration of transported goods, increase compensation and significantly increase cold chain operation costs.	<ul style="list-style-type: none"> At the distribution level, through route optimization and dynamic adjustment of transportation plan, we reduce the risk of interference of hot weather on cargo transportation At the technical level, we continuously upgrade cold chain equipment and temperature control technology to improve operation stability and energy efficiency in high temperature environments At the operational level, we establish a high temperature emergency response mechanism, coordinate with suppliers to strengthen material reserve and dispatch coordination, and ensure supply chain resilience and business continuity

³ SOP: Standard Operating Procedure.

Climate Transition Risks				
Risk	Type	Impact Cycle	Impact Analysis on Own Operations and Value Chain	Response
Energy and resource efficiency regulatory requirements	Policy and regulatory risks	Short and medium term	During the "15th Five-Year Plan" period, domestic "Dual Carbon" policies are expected to deepen, with stricter controls on carbon emissions and energy. As requirements for the use of green electricity, sustainable aviation fuel, and new energy transportation increase, we have ramped up investment in compliance management, energy consumption, transportation equipment, and carbon emission control, and are facing significant cost pressures in the medium and long term. At the same time, global climate governance is accelerating, and international carbon tax and carbon trading mechanisms may further increase our compliance costs.	<ul style="list-style-type: none"> ● We establish a dynamic monitoring mechanism for regional policies, assess climate policy risks, and formulate response plans ● We optimize the cargo structure, apply high-efficiency energy-saving equipment, and reduce energy consumption indicators and emissions ● We promote the application of new energy vehicles, participate in the green power purchase of sustainable aviation fuel pilots, drive energy transformation, and respond to policy requirements
Enhanced requirements for carbon emissions disclosures	Policy and regulatory risks	Short term	Against the background of increasingly stringent global carbon emission limits, JINGDONG Logistics is facing rising compliance pressure, and needs to increase investment in direct emissions, indirect emissions and scope 3 emissions control and accounting.	<ul style="list-style-type: none"> ● We strengthen regional policy coordination, promote the establishment of a carbon emissions accounting system that meets both international and local requirements, and balance compliance with business development ● We leverage our independently developed regulatory management platform to comprehensively manage scope 1, scope 2 and scope 3 emissions, build a digitalized carbon management mechanism covering the full process of monitoring, reporting, and verification, and engage third-party institutions for professional verification
Environmental standards	Policy and regulatory risks	Short term	<p>The tightening of environmental supervision may increase the environmental compliance cost of logistics enterprises, and at the same time affect the operating efficiency according to social reputation and brand image.</p> <p>Local air pollution control measures may restrict the passage of fuel-powered trucks, leading to increased operational costs and even short-term disruptions in logistics.</p>	<ul style="list-style-type: none"> ● We systematically carry out training on environmental laws and regulations in the park and improve the environmental knowledge and compliance enforcement ability of all employees ● We actively introduce advanced environmental protection technologies and equipment across areas such as transportation and packaging, and increase the proportion of clean and efficient transportation and renewable energy applications, so as to continuously reduce the environmental impact of business operations and reduce delays caused by environmental control
Carbon pricing mechanism	Policy and regulatory risks	Medium term	China's carbon market and some regional pilots have been included in transportation and shipping enterprises, and the fluctuation of carbon price will affect the operating costs related to JINGDONG Logistics.	<ul style="list-style-type: none"> ● We improve the efficiency of warehousing operations, promote energy-saving equipment and clean energy, reduce emissions, and enhance our ability to cope with fluctuating carbon prices ● We establish a carbon source tracking and assessment mechanism, continuously track improvements in carbon emission rights policies, improve carbon asset management capabilities, and respond to the carbon market mechanism ● JD Airlines undergoes annual carbon emission verification reports, and JINGDONG Logistics's Beijing operational entity has been included in the Beijing Carbon Emission Trading Market and fulfilled its compliance obligations since 2025
Fluctuant energy price	Market risks	Short and medium term	The rise of energy prices will directly push up fuel costs, thus increasing the overall logistics expenditure, and affecting the Company's service pricing, thus having an impact on the Company's revenue structure.	<ul style="list-style-type: none"> ● We promote energy diversification, actively participate in market-oriented electricity transactions, expand cost-effective supply channels, and enhance cost control resilience ● We optimize the transportation network structure, increase the proportion of new energy vehicles and green transportation routes, and enhance green and clean transportation capacity ● We promote energy-saving transformation and technological upgrading of equipment to improve energy efficiency and reduce energy costs

Climate Transition Risks				
Risk	Type	Impact Cycle	Impact Analysis on Own Operations and Value Chain	Response
Low carbon technology R&D and transition costs	Technical risks	Medium and long term	The research and development and large-scale application of low-carbon technologies require a lot of money and time, which will put pressure on the Company's cash flow and operating costs in the short term.	<ul style="list-style-type: none"> ● We strengthen cooperation between the chemical industry, research institutions, and industry partners, jointly promoting the research and development of low-carbon technologies while sharing development costs and technical risks ● We actively follow up on and participate in the government's low-carbon policies and projects, promote the pilot application of low-carbon related technologies, and conduct effective evaluations; strive for financial subsidies and tax incentives to reduce the pressure of R&D investment and lower the cost of large-scale promotion in the later period
Stakeholder concern	Reputation risks	Medium and long term	The performance of JINGDONG Logistics in green development has received wide attention from the market and has been included in a number of mainstream ESG rating systems. Enriching communication methods with investors may affect investor confidence, thus increasing the difficulty and cost of financing.	<ul style="list-style-type: none"> ● We set up a professional team to monitor public opinion dynamics and assess risks in advance ● We carry out ESG information disclosure on a regular basis, enrich communication methods with investors, and continuously enhance the confidence of stakeholders ● We actively respond to inquiries from ESG rating agencies and regulatory authorities, actively demonstrate the Company's ESG progress, and improve rating performance

Climate Change Opportunities				
Opportunity	Category	Impact cycle	Impact Analysis on Own Operations and Value Chain	Response
Green and low-carbon logistics services	Products and services	Short and medium term	It can meet the growing demand for green and low-carbon solutions among stakeholders, generate additional revenue, and effectively mitigate the impact of rising fossil fuel prices. At the same time, it fosters effective collaboration with upstream and downstream enterprises, enabling suppliers and downstream businesses to jointly provide green services, thereby delivering significant economic and social benefits.	<ul style="list-style-type: none"> ● We continuously improve the green and low-carbon performance of warehousing, transportation, packaging, digital management, and other links, and form more competitive green and low-carbon logistics services ● We expand green and low-carbon logistics service scenarios and provide a variety of green packaging and sustainable logistics products for various users
More climate-resilient supply chains	Products and services	Medium and long term	JINGDONG Logistics focuses on construction of intelligent low-carbon logistics park, and systematically responds to the challenges brought by external extreme weather and extreme weather events. In addition, strengthening the construction of green supply chain can effectively prevent the risk of supply chain disruption and increase the revenue of emerging markets.	<ul style="list-style-type: none"> ● We actively carry out drills to respond to extreme environmental conditions and emergencies in the park to enhance employees' awareness of disasters, implement compliance, and test weather response capabilities ● We promote the construction of a sustainable supply chain and enhance the climate resilience of logistics ● We deepen collaboration with upstream and downstream partners to help improve their climate change management, low-carbon transition capabilities, and climate resilience
Shifts in consumer preferences	Market	Short and medium term	As consumers' environmental awareness continues to increase, more and more customers tend to pay a premium for brands with sustainable logistics capabilities. Sustainable logistics in warehousing, transportation, packaging and other links can not only effectively cope with the market's expectation of green services, but also help to shape the responsible corporate brand image and enhance customer recognition and loyalty.	<ul style="list-style-type: none"> ● We launch packaging environmental protection and recycling transportation services to promote the supply chain in meeting the demand of high-carbon logistics costs ● We promote sustainable logistics through multiple channels to enhance consumers' awareness and willingness to choose environmental protection practices

Scenario Analysis

Drawing on the scenario simulation framework and core parameters published by the Intergovernmental Panel on Climate Change (IPCC), JINGDONG Logistics has established appropriate scenarios and conducted quantitative analysis of key climate risks based on existing data and analytical methodologies. The Company has systematically assessed the overall resilience of its corporate strategy, business structure, and value chain in response to climate change, and has fully integrated climate resilience requirements into strategic planning and investment decision-making, with the aim of building a business model with greater long-term sustainability and competitive advantage.

Physical Risks

JINGDONG Logistics has conducted a quantitative assessment of physical climate risks centered on three major categories of climate-related disasters, based on changes in their frequency and intensity under different scenarios, and taking into account the sensitivity of asset locations, asset types, and business models to such disasters. Under the scenario assumption that the Company's current asset layout, operational structure and workforce size remain unchanged, the assessment calculates the potential increase in losses attributable to greater exposure to climate events as a proportion of operating revenue, and establishes a reasonable risk threshold range based on this proportion. The assessment results indicate that the potential increase in losses attributable to physical risks falls within the low risk threshold range as a proportion of operating revenue. In addition, to address uncertainty in future climate conditions, the Company establishes a routine monitoring mechanism to continuously track and dynamically assess climate risks. In 2025, in response to extreme high-temperature weather, JINGDONG Logistics continued to optimize work scheduling, strengthen high-temperature safety training, improve the availability of heatstroke prevention supplies, and enhance on-site cooling conditions, while fully implementing labor protection measures for high-temperature working conditions to safeguard employee health.

JINGDONG Logistics Climate Change Physical Risks Scenarios

Selected Scenario	Physical Risks	
	RCP 2.6	RCP 8.5
Projected Temperature Rise by Century-End⁴	Below 2°C	Above 3°C
Climate Scenario Characteristics & Descriptions	Low greenhouse gas emission scenario, strong global emission reduction measures, decreased greenhouse gas emissions, and low frequency and intensity of extreme weather events (such as typhoons, heavy rains, and extreme high temperatures)	High greenhouse gas emission scenario, the global failure to take effective emission reduction measures, greenhouse gas emissions continue to increase, and the frequency and intensity of extreme weather events (such as typhoons, heavy rains, and extreme high temperatures) increase significantly

Financial Impact Analysis of Physical Risks

Physical Risks	RCP 2.6			RCP 8.5		
	Short term	Medium term	Long term	Short term	Medium term	Long term
Inundation (flood), rainstorm, snowstorm	Low Risk	Low Risk	Low Risk	Low Risk	Low Risk	Low Risk
Typhoon	Low Risk	Low Risk	Low Risk	Low Risk	Low Risk	Low Risk
Extreme high temperatures	Low Risk	Low Risk	Low Risk	Low Risk	Low Risk	Low Risk

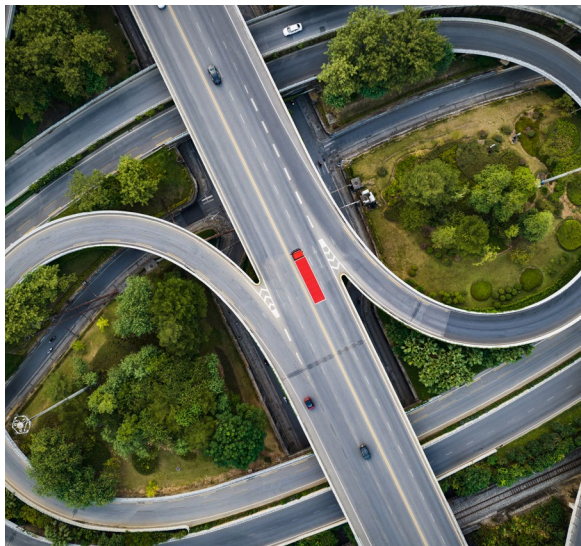
■ High Risk (≥ 0.5%)
 ■ Medium Risk (0.05%-0.5%)
 ■ Low Risk (< 0.05%)

⁴ The global average temperature rise relative to pre-industrial levels (1850 - 1900) by 2100.

Transition Risks

JINGDONG Logistics has conducted a systematic quantitative analysis of four key transition risks, evaluating the impact of these risks on the Company's operating revenue based on the intensity of policy implementation, pace of technological iteration, and market evolution under different scenarios. We factored energy and emission control requirements, environmental standards, and energy price volatility risks after considering industry trends, our asset structure of new energy, and low-carbon transition plans. Results show these risks are relatively low. Assessment results show that carbon pricing poses a low risk in the short to medium term, but is projected to rise to a medium level over time.

By the end of 2025, the Company has progressively advanced emissions reduction measures including the transition to clean energy vehicles, transportation network optimization, and energy-saving retrofits of warehousing facilities, and ensures that transition risks remain broadly manageable through regular monitoring and dynamic management mechanisms. In 2025, JINGDONG Logistics continued to optimize its energy structure and steadily increased investment in the procurement of new energy.



Climate Change Transition Risks Scenarios

Selected Scenario	Transition Risks		
	Net Zero Emissions by 2050 Scenario (NZE)	Announced Pledges Scenario (APS)	Stated Policies Scenario (STEPS)
Projected Temperature Rise by Century-End	1.3°C to 1.5°C	1.9°C to 2.3°C	2.4°C to 2.8°C
Climate Scenario Characteristics & Descriptions	Through the deployment of clean energy technologies and the improvement of energy efficiency, the energy sector will achieve net-zero emissions by the middle of the century, while limiting global temperature rise to 1.5°C at the end of the century	It is assumed that climate-related commitments set by governments and industries will be met on time, including nationally determined contributions (NDCs) and long-term net-zero targets, but still fail to fully meet the goal of limiting global temperature rise to 2°C by the end of the century	Forecasting the future development of the global energy system based on current climate policies and measures of governments and industries around the world, greenhouse gas emissions continue to grow and fail to meet the goals set in the Paris Agreement

Financial Impact Analysis of Transition Risks

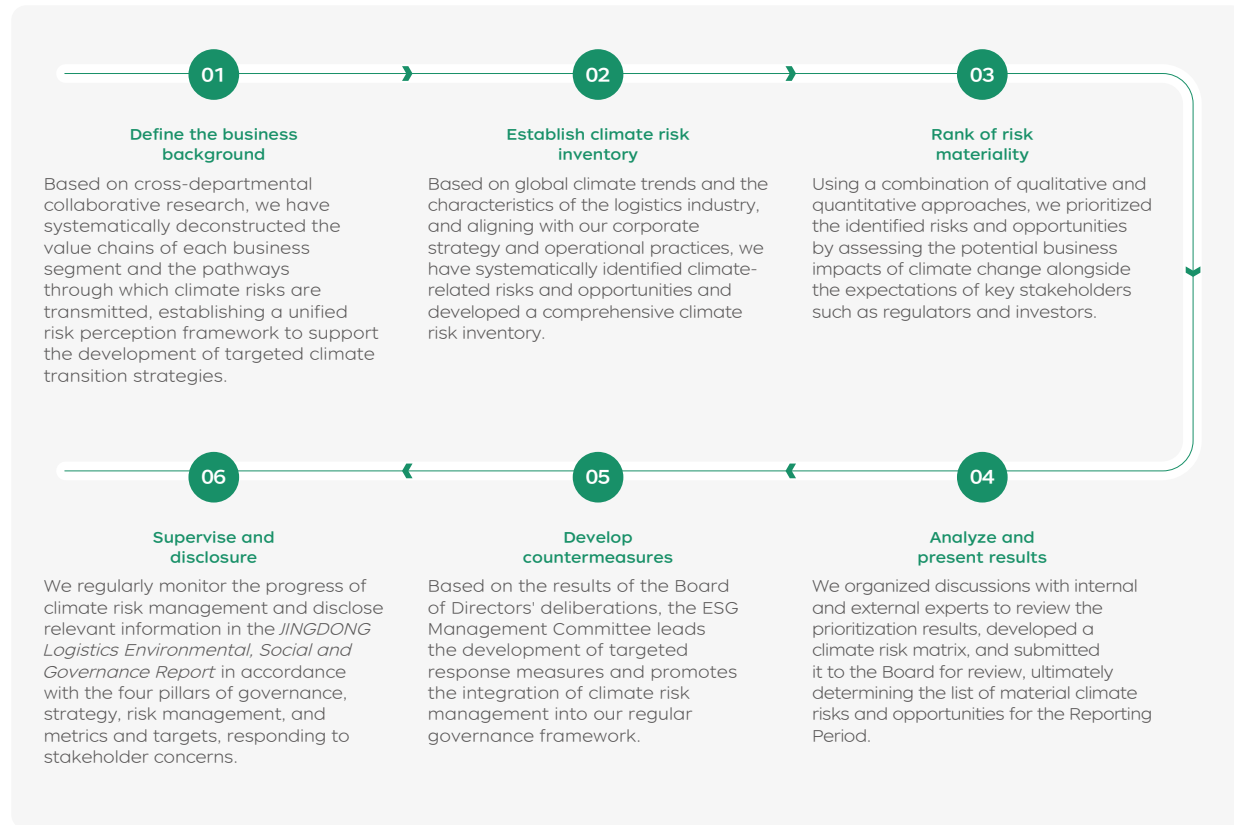
Transition Risks	Net Zero Emissions by 2050 Scenario (NZE)			Announced Pledges Scenario (APS)			Stated Policies Scenario (STEPS)		
	Short term	Medium term	Long term	Short term	Medium term	Long term	Short term	Medium term	Long term
Energy and carbon emission control requirements	Low Risk	Low Risk	Low Risk	Low Risk	Low Risk	Low Risk	Low Risk	Low Risk	Low Risk
Environmental standards	Low Risk	Low Risk	Low Risk	Low Risk	Low Risk	Low Risk	Low Risk	Low Risk	Low Risk
Carbon pricing mechanism	Low Risk	Medium Risk	Medium Risk	Low Risk	Low Risk	Medium Risk	Low Risk	Low Risk	Low Risk
Energy price volatility	Low Risk	Low Risk	Low Risk	Low Risk	Low Risk	Low Risk	Low Risk	Low Risk	Low Risk

High Risk (≥ 0.5%) Medium Risk (0.05%-0.5%) Low Risk (< 0.05%)

Risk Management

JINGDONG Logistics has integrated climate change risk management into its comprehensive risk management framework, establishing a closed-loop management process covering risk identification, assessment, prioritization, oversight, and disclosure. Through multi-departmental collaboration, participation of internal and external experts, and Board oversight, JINGDONG Logistics ensures that climate-related risks and opportunities are managed proactively and responded to systematically.

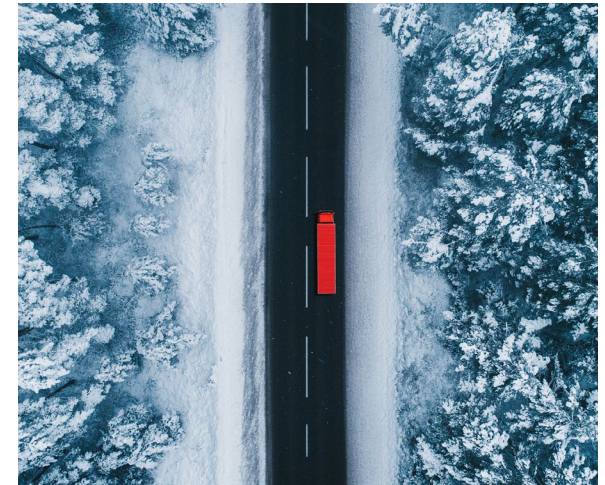
JINGDONG Logistics Climate Risk Management Process



Under this risk management framework, JINGDONG Logistics has built a specialized emergency response system for potential climate-related risks such as extreme weather. Based on the meteorological observatory's extreme weather classification standards, the Company has established a three-level response mechanism, organizing and maintaining emergency resources for more than 2,000 key supply guarantee categories to support stable supply chain operations under extreme weather conditions.

For long-distance road transportation, the Company has also formulated response measures for long-distance highway abnormal weather, which defines four response levels based on the estimated impact duration of abnormal weather, each matched with differentiated resource dispatching, response timeliness, and safety measures to strengthen transportation resilience in extreme conditions.

The Company implements the logistics guarantee principle of "safety first, prevention first, with a combination of prevention, resistance, and rescue; coordinated linkage, tiered responsibility, with provincial and regional authorities taking the lead", and continuously refines its full-process emergency management system of "pre-event prevention, in-event response, and post-event follow-up" to ensure that emergency responses are both efficient and systematic.



Metrics and Targets

In accordance with the IFRS S2, JINGDONG Logistics has set a series of key climate metrics and management targets aligned with the identified climate risks and opportunities, and has established dynamic monitoring mechanisms to track implementation progress. JINGDONG Logistics also continues to advance Scope 1, 2, and 3 carbon emission verification and third-party assurance, continuously improving data transparency and management effectiveness. JINGDONG Logistics became China's first logistics company to set science-based targets. In 2025, JINGDONG Logistics updated emission reduction targets based on the latest operational boundaries and SBTi⁵ standards, successfully passing SBTi target verification and committing to achieving full net-zero GHG emissions across the entire value chain by 2050.

JINGDONG Logistics Climate Change Metrics and Targets

Tier 1 Metrics	Tier 2 Metrics	Description of Metrics	Targets Setting
Governance targets	Improve the climate governance framework	Strengthen the effectiveness of governance structure and increasing the frequency of supervision	<ul style="list-style-type: none"> Strengthen the supervisory function of the Board of Directors on the adjustment of climate strategy, risk identification and progress of targets, and stipulate that the Board of Directors shall review the implementation of major climate risks and carbon emission targets every year Continuously improve the responsibilities of the ESG Management Committee in terms of climate risk and target management and greenhouse gas emission management, and clarify that the Committee and the management should make at least one report to the Board each year
	Build a cross-sectoral synergy mechanism of climate governance	Establish a cross-departmental coordination mechanism around carbon emission targets and clarify the division of responsibilities	<ul style="list-style-type: none"> Establish a synergistic mechanism with key business departments to promote the achievement of carbon emission targets, and clarify the division of labor between each department and business unit Set performance appraisal metrics and continuously track and optimize them
Strategic targets	Deepen quantitative research on climate risk of business operations	Progressive integration of climate risk into quantitative assessment of financial impact	<ul style="list-style-type: none"> Based on the classification of climate risks, promote the feasibility study of financial analysis of climate risks and conduct financial impact assessment
Risk management targets	Conduct annual assessment of climate risk	Carry out annual climate risk assessment	<ul style="list-style-type: none"> Systematically carry out climate risk assessment every year to form an annual climate risk thermal map Gradually incorporate climate risks into the Company's overall risk management system
Information disclosure targets	Improve the management and disclosure of greenhouse gas emission data	Regularly disclose greenhouse gas emissions and progressively refine carbon inventory accounting and management	<ul style="list-style-type: none"> Annual disclosure of comprehensive greenhouse gas emission data of scope 1, 2 and 3 of JINGDONG Logistics (including Deppon Logistics and Kuayue Express) Collect supplier data and gradually improve accounting coverage for major Scope 3 greenhouse gas emission sources, including purchased packaging materials and outsourced transportation
	Continuous disclosure of climate change information	Improve and structurally disclose climate-related information year by year	<ul style="list-style-type: none"> Each year, climate action progress is disclosed across the four elements of governance, strategy, risk management, and metrics and targets in the <i>JINGDONG Logistics Environmental, Social and Governance Report</i>, with disclosure content progressively enriched and refined on an annual basis.

⁵ SBTi: Science Based Target initiative.

Tier 1 Metrics	Tier 2 Metrics	Description of Metrics	Targets Setting	
Emission reduction targets	Advance emission reduction across own operations	Reduce carbon emissions across our own operations through clean energy adoption, technological innovation, and intelligent management	<p>Scope 1:</p> <ul style="list-style-type: none"> ● Increase the proportion of clean energy and new energy vehicles, and gradually deploy pure electric heavy-duty trucks for trunk and branch line transportation ● Pilot and promote the use of zero-carbon and low-carbon energy vehicles such as hydrogen and methanol ● Reduce driving fuel consumption and electricity consumption through intelligent dispatching and smart driving technologies <p>Scope 2:</p> <ul style="list-style-type: none"> ● Build on the Asia No.1 Intelligent Industrial Park to further improve energy efficiency through advanced digital means such as intelligent control systems and digital twin technology ● Expand the scale of rooftop photovoltaic systems in warehouses, pilot the construction of integrated park-level energy storage and photovoltaic-storage-charging facilities, and gradually increase the use of green electricity ● Enhance the energy efficiency of warehouse machinery through equipment upgrades and logistics technology products 	<p>Science-Based Targets verified by SBTi</p> <p>Short-Term Targets To reduce absolute scope 1 and 2 GHG emissions by 63.0% by 2035 from the 2024 base year, and to reduce scope 3 GHG emissions from purchased goods and services and upstream transportation and distribution by 66.33% per tkm within the same timeframe.</p> <p>Long-Term Targets To reduce absolute scope 1 and 2 GHG emissions by 90.0% by 2050 from the 2024 base year, and to reduce absolute scope 3 GHG emissions by 90.0% within the same timeframe.</p>
	Promote emission reduction in upstream and downstream supply chains	Promote emission reduction in upstream and downstream supply chains through green packaging, supplier collaboration and digital carbon management	<p>Scope 3:</p> <ul style="list-style-type: none"> ● Continue to advance packaging reduction and circularity in the packaging process, promote the original factory direct-delivery model, and drive carbon footprint accounting and certification among packaging material suppliers ● Promote third-party outsourced transportation suppliers to increase the proportion of new energy vehicles ● Join hands with suppliers and partners to create green logistics services through the supply chain carbon management platform SCEMP⁶ ● Enhance employees' awareness of green living and encourage employees to choose transportation modes with lower carbon emissions ● Promote the participation of suppliers in setting and implementing carbon reduction targets through practical actions ● Advocate the concept of green consumption and recycling in the whole society, and advocate green carbon reduction actions on the consumer side 	

JINGDONG Logistics Greenhouse Gas Emission

Metrics	Unit	2023	2024	2025
Direct GHG emissions (Scope 1)	10,000 tonnes of CO ₂ equivalent	180.7	226.0	262.6
Indirect GHG emissions (Scope 2)	10,000 tonnes of CO ₂ equivalent	83.9	88.1	106.4
Other indirect greenhouse gas emissions (Scope 3)	10,000 tonnes of CO ₂ equivalent	772.9	805.5	819.2
Total greenhouse gas emissions	10,000 tonnes of CO ₂ equivalent	1,037.5	1,119.6	1,188.2
Greenhouse gas emission intensity	Tonnes of CO ₂ equivalent/RMB million of revenue	62.3	61.2	54.7

⁶ SCEMP: Supply Chain Emission Management Platform.

Ecological Environmental Protection

Through responsible business practices, JINGDONG Logistics advances biodiversity protection across its full operational chain and engages diverse stakeholders through green public welfare initiatives to help build a future where people and nature thrive together.

Biodiversity Conservation

JINGDONG Logistics actively responds to the *Kunming-Montreal Global Biodiversity Framework* and the Taskforce on Nature-related Financial Disclosures (TNFD) initiative, deeply integrating biodiversity conservation as a core topic into its enterprise risk management and strategic planning systems. The Company is committed to achieving zero deforestation in its global operations and to avoiding business activities within UNESCO World Heritage sites and nature reserves listed under IUCN categories I to IV. At the same time, we continue to build collaborative mechanisms with key stakeholders such as the government, suppliers, and the community to jointly advance the implementation and practice of ecological conservation goals.

Leveraging the GIS-based scientific assessment system, JINGDONG Logistics has systematically identified and analyzed potential biodiversity dependencies and impact risks across its own operation and the surrounding areas, as well as supply chain, with a particular focus on ecologically sensitive areas associated with warehousing nodes and transportation routes, incorporating these into full-chain risk management. Based on the assessment results, we have established a dynamic management mechanism to continuously optimize business layouts and operational methods, and correspondingly adjust ecological conservation strategies, in order to effectively reduce the impact on the natural ecosystem and promote the coordinated development of business operations and ecological conservation.

Practicing Green Public Welfare

JINGDONG Logistics continues to carry out diverse green public welfare activities, leveraging the "Green Stream Initiative" platform to unite multiple stakeholders in advancing ecological protection and public engagement in environmental stewardship, integrating green actions into community, natural, and industrial settings, and demonstrating the Company's commitment to sustainable development.

JINGDONG Logistics Launches Mangrove Restoration Program 2.0

On May 22, 2025, International Day for Biological Diversity, JINGDONG Logistics, in partnership with One Planet Foundation and with technical support from the World Wide Fund for Nature (WWF), launched mangrove restoration program 2.0 at the Mai Po Nature Reserve in Hong Kong, and simultaneously established the "Ocean Box Partners" global partner network. The project further integrates resources to expand mangrove ecological restoration by 20,000 square meters at Hengqin National Wetland Park (Erjing Bay), with ongoing tracking and measurement of vegetation growth and carbon sequestration benefits in the restored areas. The cumulative restoration area is expected to exceed 40,000 square meters. Simultaneously, the Green Stream Initiative united 52 partners to establish the "ocean box alliance" global partner network, dedicated to advancing ecological conservation from single-point restoration toward systematic governance. Through the "Online Mangrove Nurturing" campaign, users' delivery activities are converted into environmental contributions, cumulatively attracting over 5 million participants and forming a new model of ecological conservation driven by enterprises, supported by the public, and enabled by multi-party collaboration.

Building on the scientifically implemented mangrove restoration program, the Green Stream Initiative has officially joined the World Economic Forum's 1t.org China Action (One Trillion Trees). The initiative received the Golden Lotus Award for Green Smart Logistics Ecosystem, the top ESG Awards for Excellence in Macau, for the first time. On December 15, 2025, the initiative was included in the Best Practices for the "Building Sustainable Brands" Visionary Initiative 2025 at a high-level dialogue held at the United Nations Environment Programme (UNEP) headquarters in Nairobi, Kenya.

Case



1t.org China Action (One Trillion Trees)

JINGDONG Logistics "Spring Tea Rhymes — Plogging for Good" Theme Activity



Case

On the eve of Earth Day in 2025, JINGDONG Logistics organized the annual Green Stream Initiative IP event "Plogging for Good" with the theme "Spring Tea Rhymes" at ecological tea plantations in Yingde, Guangdong, and Hangzhou, Zhejiang. Volunteers completed a roughly 5-kilometer "pick and run" in the tea gardens, collecting scattered waste such as agricultural film and packaging bags. They also participated in experiences like spring tea picking and handmade tea-making. On-site, they learned about JINGDONG Logistics's green, low-carbon initiatives covering tea picking, transportation, and sales, aiming to call for environmental action and promote a low-carbon lifestyle.



"Spring Tea Rhymes — Plogging for Good" Theme Activity

JINGDONG Logistics Joins the Earth Hour Flagship Event in Hong Kong



Case

On March 22, 2025, "Earth Hour", the world's largest environmental protection campaign organized by WWF, was launched in Hong Kong. JINGDONG Logistics's Green Stream Initiative participated in the WWF Hong Kong "Earth Hour 2025" lights-off countdown ceremony and received a certificate of appreciation in recognition of its innovative practices in green logistics and ecological protection.



"Earth Hour" Event

Leading Green Logistics

JINGDONG Logistics drives the green transformation of the entire logistics chain through technological innovation. It systematically builds a sustainable operational system covering warehousing, transportation, packaging, and technological collaboration, continuously reduces environmental impact, and supports the development of eco-friendly supply chains. **In 2025, JINGDONG Logistics's greenhouse gas emissions per RMB million of revenue (Scope 1, 2, and 3) decreased by 10.67% year-on-year.**

Key Progress on JINGDONG Logistics' Emissions Reduction Measures in 2025

Field	Key Progress in 2025	Emissions Reduction Results
Green warehousing	<ul style="list-style-type: none"> The total installed rooftop photovoltaic capacity reached 210.44 MW and 99,846 MWh of green solar electricity was consumed throughout the year A total of 18 warehouses obtained the "Green Warehousing" label Two new intelligent industrial parks obtained the certification of zero-carbon logistics park and carbon neutral park Green certification and evaluation of multiple warehousing and distribution centers Implementing initiatives to repurpose idle warehouse equipment to reduce carbon emissions associated with purchasing new assets 	Reduced 177,600 tonnes of greenhouse gas emissions
Green transportation	<ul style="list-style-type: none"> New energy vehicles increased by more than 4,000 year-on-year Through systematic fuel-saving driving management, the fuel consumption of tractors and 9.6-meter trucks per 100 kilometers was reduced by 1.02 liters and 1.23 liters, respectively The "road-to-rail" and "airway-to-rail" models were continuously promoted Actively respond to the CAAC's sustainable aviation fuel pilot policy, and regularly refuel SAF at a rate of 1% during the pilot period 	Reduced 424,800 tonnes of greenhouse gas emissions
Green packaging	<ul style="list-style-type: none"> Packaging laboratory is ISTA accredited and CNAS accredited Comprehensively promoted X-series packaging materials and 40mm tape, reducing the use of paper by 20,000 tonnes and plastics by more than 10,000 tonnes Reusable packaging materials were recycled 89.36 million times throughout the year and its utilization rate for bulky items increased by 54% Over 300 million secondary cartons were recycled and reused Reusable flexible freight bags were used over 580 million times Over 130 million deliveries used reusable containers (cage trolleys and sleeve pack containers), reducing the consumption of stretch film and pallets 	Reduced 496,900 tonnes of greenhouse gas emissions
Green technology	<ul style="list-style-type: none"> The energy management platform led to an overall improvement in energy efficiency, with annual energy saving rate reaching 4.9% Intelligent scheduling significantly improved overall transportation efficiency SCEMP green orders increased by more than 300 millions, serving over 1,000 carbon inclusive brands Helping to build the world's first carbon-neutral Tour de France Challenge 	Reduced 390,800 tonnes of greenhouse gas emissions

Green Warehousing

JINGDONG Logistics integrates green principles throughout the entire warehousing lifecycle, systematically advancing ecological protection, energy-efficient operations, and energy transition across all stages from site selection and design to construction and operation, thereby building a modern, environmentally friendly, and resource-efficient warehousing system.

By the end of the Reporting Period

- **18** warehouses received the "Green Warehouse" certification, including **11** Grade 1 (three-star) and **7** Grade 2 (two-star) green warehouses
- JINGDONG (Langfang Guangyang) Intelligent Industrial Park and JINGDONG (Dongguan Mayong) Intelligent Industrial Park each obtained third-party certified verification statements for **logistics zero-carbon park** and **carbon neutrality achievement**
- JINGDONG Logistics Xi'an Asia No.1 Intelligent Warehouse and JINGDONG Asia No.1 Intelligent Logistics Park in Xi'an Port Area received **5A-level service certification as Green Distribution Centers**
- JINGDONG Asia No. 1 Xi'an Express Distribution Center, Daxing Express Warehousing Center, and Xiamen Tong'an Express Warehousing Center have each received **outstanding ratings** for Green Express Distribution Center and Green Express Warehousing from the Development Research Center of the State Post Bureau
- JINGDONG Logistics Workplace (JD.com Headquarters Building Phase II) obtained **LEED⁷ BD+C Gold certification**

⁷ LEED: Leadership in Energy and Environmental Design, Pioneer in Energy and Environmental Design, is a globally recognized green building evaluation system developed by the American Green Building Council.

In warehouse design

In the planning and construction of our warehousing facilities, we reduced ecological impacts through scientific site selection, improved resource efficiency through green technologies, and continuously enhanced environmental performance through authoritative certifications.

Warehouse site selection



JINGDONG Logistics utilizes Geographic Information System (GIS) to conduct overlay analysis, effectively avoiding ecological redline areas such as national wetlands and migratory bird corridors. Industrial land or brownfields with lower ecological impact are prioritized as construction sites, thereby minimizing potential disruption to biodiversity and ecosystem integrity at the source.

Park construction



JINGDONG Logistics actively incorporates the "sponge city" design concept by implementing ecological facilities such as permeable pavements and sunken green spaces. This effectively enables natural retention and purification of rainwater, supplements landscaping and landscape water use within the park, and further achieves efficient utilization of water resources and reduction of emissions at the source.

Green upgrade



JINGDONG Logistics continually advances the green and low-carbon upgrading of its warehousing facilities, comprehensively adopts multiple green building technologies and innovative designs, and actively pursues authoritative industry certifications for green warehousing and carbon-neutral parks.

In warehouse operations

JINGDONG Logistics implements energy-saving initiatives through refined management and intelligent operations, while promoting energy structure transformation through rooftop photovoltaic systems and the electrification of warehouse machinery.

In 2025, JINGDONG Logistics effectively reduced greenhouse gas emissions from the purchase of new equipment by 90,500 tonnes through the reuse of logistics equipment, electronic devices, and network equipment.

In daily operations, we implemented energy-saving measures such as replacing conventional lighting with LED energy-efficient lamps, installing motion-sensor lighting, removing redundant lighting, configuring smart timing controls, and optimizing forklift charging schedules. We also enforced refined management practices such as power shutdown during non-operational hours, zoned lighting, and standardized electricity use.

We actively advanced the pilot application of cutting-edge energy-saving technologies, deploying energy-saving cabinets at the Tianjin Beichen Asia No.1 sorting site. This initiative improves power quality and enhances energy efficiency through voltage stabilization, three-phase balancing, harmonic reduction, the deployment of permanent magnet synchronous motorized pulleys, adaptive switching between high and low speeds and sleep modes, and the use of an energy management platform.

We applied our in-house developed generative 3D reconstruction and visual large-model perception technologies to build supply chain warehouse maps. Through intelligent operational simulation and refined spatial planning, we achieved storage-location-level management, effectively shortening picking distances and reducing energy consumption.

We optimized forklift energy consumption by converting all forklifts to electric power sources, continued to advance rooftop solar photovoltaic installation at warehouses and sorting centers, and piloted integrated solar-storage-charging solutions to increase the proportion of green electricity consumption at these facilities.

By the end of 2025

- The total installed rooftop photovoltaic capacity reached

210.44 MW

- green solar electricity was consumed throughout the year

99,846 MWh

- reducing carbon emissions by

82,603 tonnes

compared with the use of fossil energy electricity supply

JINGDONG Logistics Energy Consumption Cost Reduction Promotion Project Training



In December 2025, JINGDONG Logistics conducted three rounds of energy cost reduction promotion training across 27 provinces and autonomous regions, covering approximately 150 employees. The training focused on two energy-saving approaches: "timer switches", which increase the proportion of off-peak electricity consumed by automatically controlling equipment operating schedules, and "motion-sensor lighting", which enables "lights off when people leave" through intelligent sensing. Together, these drive more refined electricity management and improved energy efficiency in warehousing operations.

Green Transportation

JINGDONG Logistics systematically drives low-carbon transformation in transportation through energy structure optimization, improved transport efficiency, and multimodal coordination, continuously reducing the environmental footprint of each unit of transport and building a green, resilient logistics network.

Road Transport

As a key link of the logistics network and one of the primary sources of carbon emissions, road transport is a priority focus for JINGDONG Logistics's decarbonization. JINGDONG Logistics has continuously reduced road transport emission intensity through new energy vehicle deployment, intelligent vehicle dispatch, and fuel efficiency optimization.

JINGDONG Logistics has steadily advanced the new energy transition in road transport, expanding the large-scale deployment of clean energy vehicles in an orderly manner across key scenarios including trunk transportation, regional transshipment, and last-mile delivery. Through vehicle fleet optimization, scenario-matched deployment, and improved supporting infrastructure, JINGDONG Logistics has progressively built a green road transport capacity network covering both domestic and international operations. By the end of the Reporting Period, the Company's new energy vehicle fleet had grown by more than 4,000 vehicles year-on-year.

At the same time, JINGDONG Logistics has continued to optimize its vehicle operations structure. Algorithm-based dispatch model upgrades have integrated intra-city distribution networks and resources for short-haul operations, significantly improving vehicle loading rates. For trunk line scenarios, the Company completed its first unmanned dispatch pilot, with more than 40% of routes operating under algorithm-managed dispatch by the end of 2025.

By the end of the Reporting Period

- The Company's new energy vehicle fleet had grown by more than

4,000 vehicles year-on-year

Pilot Application of Electric Heavy Trucks in Trunk Transport

In 2025, JINGDONG Logistics partnered with Deppon Logistics and Kuayue Express to launch a pilot program for pure electric heavy-duty trunk transport. A total of 21 9.6-meter electric heavy trucks were deployed in East and South China to transport high-value-added less-than-truckload (LTL) goods. The pilot adopted an asset-light operating model, leveraging the public charging network alongside an intelligent dispatch system and a night-time off-peak charging strategy. Compared with diesel vehicles, this model significantly reduced energy costs per kilometer and is estimated to cut carbon emissions by approximately 62 tonnes per vehicle annually, providing a replicable pathway for the industry's green transition.



Pilot Application of Electric Heavy Trucks

JINGDONG Logistics has continued to reduce fuel consumption in road transport through refined management and technological innovation. The Company has built an intelligent dispatch model drawing on multi-dimensional data to optimize the full last-mile dispatch process, improving efficiency while reducing energy consumption.

For trunk and branch line operations, JINGDONG Logistics has systematically implemented fuel efficiency management for high-frequency scenarios including trunk tractors and 9.6-meter vans, and has established a data- and performance-driven fuel-saving management system. Deppon Logistics has also deployed 432 intelligent driving vehicles, expected to achieve fuel savings of 1.8%. In 2025, JINGDONG Logistics achieved a reduction of 1.02 liters per 100 kilometers in tractor fuel consumption and 1.23 liters per 100 kilometers in 9.6-meter truck fuel consumption, maintaining industry-leading energy efficiency performance.

For short-haul operations, the Company identifies approximately 1,000 high-fuel-consumption vehicles per month based on theoretical fuel consumption benchmarks, conducts on-vehicle evaluations of fuel usage rationality through fleet staff, and requires high-consumption vehicles to meet updated fuel consumption targets, achieving fuel savings and cost reduction.

JINGDONG Logistics has also continued to optimize driving behavior, organizing fuel-efficient driving training for more than 1,700 drivers during the year, promoting "one-page fuel saving" guidance in daily morning briefings, and providing targeted coaching for high-consumption drivers to comprehensively improve fuel-efficient driving practices.

In 2025

- The fuel consumption per 100 kilometers of tractors reduced

1.02 liters



- The fuel consumption per 100 kilometers of 9.6-meter trucks reduced

1.23 liters



Case

Railway Transport

Railway transport offers the advantages of low unit carbon emissions and suitability for medium- and long-distance trunk transport, making it a key component in optimizing the transport structure. In 2025, operating routes expanded to 700, spanning high-speed rail express services, container trains, baggage cars, and e-commerce freight trains.

JINGDONG Logistics has continued to advance its "road-to-rail" service. Harnessing its self-developed "road-to-rail" algorithm model, JINGDONG Logistics integrates railway and road transport resources through intelligent dispatch and route optimization, achieving efficient multimodal coordination and low-carbon operations. In 2025, the Company launched 11 new container train services, and served 12 brands, helping them reduce logistics costs by approximately 10% and cut carbon emissions by about 70%.

JINGDONG Logistics has also advanced its "airway-to-rail" service, shifting cross-regional order transport from air to high-speed rail. With Suzhou and Shanghai as primary departure points, rail shipments covered 17 provinces and 245 cities across China throughout the year, helping customers reduce transport emissions and optimize costs. JINGDONG Logistics has also launched the low-carbon logistics product "T9", which achieves emission reductions of up to 3.8 tonnes per product, covers 40% of carbon reduction-related orders, and has expanded into next-morning cross-provincial delivery scenarios, driving the coordinated development of green and efficient logistics.

In 2025

- Annual railway shipment volume reached

368,000 tonnes

- Representing year-on-year growth of

83%

- Operating routes expanded to

700

⁸ ISTA certification: International Safe Transit Association certification.

⁹ CNAS certification: China National Accreditation Service for Conformity Assessment certification.

Air Transport

Air transport is critical to ensuring high-timeliness logistics, but also presents significant carbon emission challenges. JINGDONG Logistics has continued to advance green flying practices, systematically reducing jet fuel consumption through route design optimization and refined flight clearance procedures. The Company has also actively responded to the Civil Aviation Administration of China's (CAAC) sustainable aviation fuel (SAF) pilot policy and conducts annual carbon emission monitoring and reporting to advance the low-carbon operation of air transport.

In 2025, the air cargo hub at Wuxuan Airport commenced full operations, optimizing average daily flight time across nine air-cargo routes by more than 2 hours, effectively reducing jet fuel consumption and carbon emissions while improving aviation operational efficiency and logistics cost efficiency. During the Reporting Period, the average hourly fuel consumption of the JINGDONG Logistics fleet was 2.42 tonnes per hour, maintaining an industry-leading level.

Green Packaging

JINGDONG Logistics is systematically driving the transformation to green packaging on the principles of "recycle, reduce, and regenerate". It has incorporated China's national standard *Limits of Heavy Metals and Other Specific Substances in Express Packaging (GB 43352-2023)* into procurement technical specifications, with regular third-party spot inspections conducted. In accordance with the *Requirements of Restricting Excessive Packaging in Express Delivery*, the Company has defined packaging layer counts and material selection standards for various product types, implementing compliance and reduction at the source.

During the Reporting Period, JINGDONG Logistics further strengthened its packaging quality management system by revising the *JINGDONG Logistics Packaging Material Quality Management System*, the *Secondary Carton Use Specification*, and the *Turnover Box Mode Product Outbound Packaging Standard*, refining requirements for secondary carton recycling and simplified turnover box packaging, and continuously advancing the green packaging management system toward greater standardization, operability, and verifiability. In 2025, the JINGDONG Logistics Packaging Laboratory obtained both ISTA certification⁸ and CNAS certification⁹.



Packaging Recycling and Reuse

JINGDONG Logistics has promoted the circular packaging system at scale across core functions including warehousing, transportation, and last-mile delivery. Dedicated personnel have been assigned to the screening and collection of secondary cartons, incentivizing widespread reuse of recycled cartons on the front line.

- Cumulative secondary carton recycling and reuse exceeded **300 million** instances, equivalent to reducing carbon emissions by **29,000 tonnes** in the year
- Deppon Logistics has replaced disposable packaging materials such as traditional wooden frames and wooden boxes with recycled packaging across **13** industry scenarios including home improvement, food, pharmaceuticals, and home appliances, deploying a cumulative total of about **112,300** recycled containers, achieving **2,148,000** reuse instances
- The utilization rate of reusable packaging for bulky cargo has reached **54%**

JINGDONG Logistics has developed differentiated solutions tailored to different business scenarios and product characteristics.

- For fresh and frozen goods, more than **900,000** reusable cooler boxes and supporting cold chain micro-warehouses have been deployed at scale across **18** cities, achieving **89.36 million** reuse instances throughout the year and a carbon emission reduction of **76,000 tonnes**
- For ambient-temperature small items, have promoted destination-based consolidated packaging and turnover container transport models to replace traditional cartons and filling materials, completing **41.09 million** packages via turnover containers throughout the year
- Continue to expand recycled container applications into pharmaceuticals, furniture, and other sectors. In the current year, Over **130 million** deliveries used reusable containers. Average monthly winding film consumption decreased by more than **60%**, and average monthly pallet consumption decreased by more than **70%**

JINGDONG Logistics Deploys 500,000 Reusable Cooler Boxes for 618 Grand Promotion

On the occasion of World Environment Day and the eighth anniversary of the launch of "Green Stream Initiative" on June 5, 2025, JINGDONG Logistics announced the deployment of 500,000 new-generation reusable cooler boxes for fresh product packaging during the 618 Grand Promotion, setting an industry record for single-event deployment scale. Made from food-grade PP material, each incubator can be reused up to 300 times. Through "one box, one code" and RFID technology, full-process closed-loop traceability and efficient recycling are achieved. Each incubator reduces carbon emissions by 850 grams per use cycle, and the full-lifecycle carbon reduction for this batch of incubators is estimated at approximately 127,000 tonnes, marking a key advance in JINGDONG Logistics's large-scale, closed-loop management of green packaging for fresh cold chain logistics.



JINGDONG Logistics New Reusable Cooler Boxes



Packaging Reduction and Degradable Materials

JINGDONG Logistics has reduced the environmental impact of packaging by optimizing design solutions and promoting the use of sustainable materials.

In 2025

- Algorithm-driven refined packaging management has lowered parcel void rates by **7%** through continuous improvement of intelligent packing algorithms, effectively reducing packaging material consumption
- Comprehensively promoted its lightweight X-series carton range, reducing per-box raw material consumption by **5% to 25%**, achieving a cumulative reduction in paper consumption of approximately **20,000** tonnes throughout the year and a carbon emission reduction of **22,600** tonnes
- The X-series waterproof bag has also been launched, reducing raw material consumption by **20%** while maintaining performance. The annual express bag replacement rate reached **99.4%**, reducing plastic consumption by nearly **10,000** tonnes and achieving a carbon emission reduction of **30,800** tonnes
- In auxiliary materials, the development of a 40mm slim tape achieved a carbon emission reduction of **1,810** tonnes throughout the year, forming a full-chain green packaging system covering both primary and auxiliary materials
- Deployed more than **18 million** biodegradable packaging bags at scale in the express collection process, and introduced biodegradable tapes, further reducing the environmental impact of conventional plastic packaging

Green Technology

At the 30th Conference of the Parties to the *United Nations Framework Convention on Climate Change (COP30)* in 2025, JINGDONG Logistics showcased its innovative practice of deeply integrating ecological protection with artificial intelligence and big data, and presented a new supply chain paradigm driven by technology and shared responsibility. The Company's sustainable development case was also included in the *China Sustainable Development Report (2025)* and received the "Case Enterprise for COP30 China's Pathway to Carbon Peaking and Carbon Neutrality" award from the China Circular Economy Association. In 2025, the Company continued to increase funding and resource investment in green technologies, products, and services such as SCEMP and sustainable event services, encouraged the development and market promotion of green and sustainability-related products or services, and organized corresponding training activities.



JINGDONG Logistics SCEMP is the only digital supply chain carbon management product in the logistics sector to integrate certification across four major standards: ISO 14064, ISO 14083, ISO 14068, and the Smart Freight Center's GLEC¹⁰ Framework. Built on proprietary MRV-T¹¹ technology and a carbon emission factor database, the platform creates a digital carbon management system spanning the full "warehouse, transportation, and delivery" supply chain, transforming the complex carbon emission process into a quantifiable, traceable, and auditable "carbon ledger". It achieves closed-loop management from data collection, accounting, and certification through to carbon asset recording, helping enterprises achieve precise carbon disclosure while realizing the value transformation of their carbon data assets.

By the end of 2025, SCEMP had been deeply integrated across multiple business segments including JD Retail, JD Business, and JINGDONG industrials, with over 10,000 corporate carbon accounts activated and external services extended to hundreds of enterprises. Serving as the core technology and underlying platform for supply chain carbon footprint management, SCEMP also partnered with JD Retail to launch a dedicated carbon inclusivity campaign under the "Green Impact Initiative", providing consumers with a real-time carbon footprint "ID" for each order. This allows consumers to clearly track the emission reduction outcomes of their green purchasing behavior, completing a commercial closed loop linking ESG with sustainable consumption.



SCEMP Carbon Management Platform

¹⁰ GLEC: Global Logistics Emissions Council.

¹¹ MRV-T technology: Carbon footprint monitoring, reporting, verification and tracking.

In 2025, JINGDONG Logistics's green logistics ecosystem continued to grow. Green orders grew by more than 300 million throughout the year, green waybills increased by more than 418% year-on-year, and carbon-inclusive brands exceeded 1,000, achieving cumulative carbon emission reductions of 731 tonnes, effectively encouraging platform merchants and consumers to co-build a green consumption ecosystem.

As the only supply chain enterprise in China selected to join the technical working group of the *Greenhouse Gas Protocol* (GHG Protocol) this year, JINGDONG Logistics has made a key leap from "standard implementer" to "standard setter". By deeply participating in the revision of international standards including Scope 3 emission accounting, JINGDONG Logistics will systematically export its practical insights in digital carbon management and multimodal transport carbon reduction, advancing the alignment of China's green logistics experience with international standards and contributing to the continuous improvement of the global supply chain carbon accounting system.

JINGDONG Logistics Helps NICE Group Create a Benchmark of Carbon Footprint in Home Cleaning Industry Case

In 2025, JINGDONG Logistics upgraded its SCEMP platform with the launch of an AI-enabled product carbon footprint technical service. By integrating AI and MRV-T technology and leveraging authoritative emission factor databases, the service accurately identifies key carbon emission points and establishes a scientific and efficient carbon management system. With the support of this technology, the certified laundry detergent series under Nice Group, including Chaoneng and Diao, achieved a reduction of over 70% in carbon emissions during the production stage, while logistics-related carbon footprint was cut by more than 60% through JINGDONG Logistics's green supply chain services. After independent verification by Bureau Veritas, the product obtained the industry's first full-lifecycle product carbon footprint certification compliant with both ISO 14067:2018 and GB/T 24067-2024 standards. It also became the first enterprise product to display carbon footprint information under JD.com's "Green Impact Initiative" and was awarded the highest-level "Excellence Grade" carbon footprint data source certificate from JINGDONG Logistics.



Example of SCEMP AI Product Carbon Footprint Modeling Carbon Flow Map



"Excellence Grade" product carbon footprint data level certificate

JINGDONG Logistics Supports the World's First Carbon-neutral Tour de France Challenge Case

In November 2025, JINGDONG Logistics provided full-chain green support for the "Tour de France Challenge Leshan Station". JINGDONG Logistics coordinated all transportation vehicles to use new energy vehicles, eliminating direct transport emissions at the source. Drawing on its proprietary SCEMP carbon management platform and MRV-T technology, the Company accurately monitored, accounted for, and managed carbon emissions across the entire event lifecycle, and obtained carbon neutrality certification from Bureau Veritas through scientifically implemented carbon offset measures. The event became the world's first carbon-neutral Tour de France Challenge, providing a model of "green operations + digital carbon management" for large-scale sporting events.



"Tour de France Challenge Leshan Station"

In 2025

- SCEMP MRV-T Technology was selected into the *Green Technology Promotion Catalogue (2024 Edition)* of eight ministries and commissions including the National Development and Reform Commission of China
- The project "Synergistic Carbon Reduction in Upstream and Downstream Supply Chain Based on MRV-T Technology" won the United Nations WSIS Prizes 2025 Nomination Award
- As the first MRV-T carbon reduction technology in the logistics industry, SCEMP was selected into the *Recommended Catalogue of National Energy Saving and Carbon Reduction Technologies and Equipment in Industry and Information Technology (2025 Edition)* of the Ministry of Industry and Information Technology of China
- SCEMP Logistics Industry Digital Carbon Reduction Technology was included in the *Application Guidelines and Cases of Energy Saving and Carbon Reduction Technology in National Industry and Information Technology (2025 Edition)*
- SCEMP becomes the first supply chain carbon footprint technology listed on a National Green Technology Exchange of China

02

Social

Creating Diverse Value

Guided by its vision of "become the world's most trusted service provider of supply chain infrastructure," JINGDONG Logistics firmly practices its sustainable development commitment, rooted in continuous contribution to society and the creation of shared value. In the area of employee development and rights protection, the Company has strengthened its talent development and career advancement framework, established a people-centered remuneration, welfare, and incentive system, and built robust safeguards for employee health and safety, helping employees achieve mutual growth for both personal fulfillment and corporate development. For partners and customers, the Company leverages technological innovation and intelligent logistics systems to build a responsible supply chain ecosystem, improve supply chain responsiveness, and deliver high-quality service experiences. The Company also fulfills its philanthropic responsibilities, contributes to the building of harmonious communities and social progress, and works hand in hand with all stakeholders, including employees, partners, and customers, to build a mutually beneficial and positive social ecosystem.



Sustainable Development Goals, SDGs



Empowering Talent Development

JINGDONG Logistics has consistently upheld the concept of "being people-oriented" and prioritizing employee well-being," adhering to open, equal, diverse, and inclusive employment practices while fully protecting employees' lawful rights and interests. The Company has built a comprehensive and market-competitive system covering compensation, welfare, and incentive, established multi-dimensional employee training and career development pathways, streamlined employee communication mechanisms, and implemented people-centered care initiatives to safeguard employees' physical and mental health in all respects, enhancing their sense of belonging and well-being.

Employment and Diversity and Equity

JINGDONG Logistics 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, as well as the *Universal Declaration of Human Rights* and the international labor conventions and human rights standards approved by the Central People's Government of the People's Republic of China. The Company has formulated internal policies including the *JINGDONG Logistics Employee Handbook*, the *JINGDONG Logistics Collective Contract*, ensuring lawful and standardized employment management and providing all employees with a fair, just, diverse, and inclusive working environment.

Employment

JINGDONG Logistics adheres to fair and transparent recruitment standards, and has established a standardized full-lifecycle recruitment management system covering all steps from resume screening, interview invitations, and candidate reception through to onboarding, with consistent online and offline operating standards. In terms of talent recruitment and team building, the Company conducts both social and campus recruitment through diversified channels, including its official website, third-party recruitment platforms, internal employee referrals, and campus presentations, while continuously strengthening the professional capabilities of its in-house recruitment team. For overseas operating regions, JINGDONG Logistics advances localized employment based on the principle of "local talent first, supplemented by global experience," concentrating on regional markets including the Asia-Pacific, Europe, Americas and Middle East, and achieving dual improvements in team localization rates and operational fit through recruitment localization, skills empowerment, clear promotion pathways, and compliance assurance.

Prohibition of Child and Forced Labor

JINGDONG Logistics strictly prohibits the employment of anyone under the age of 16 and resolutely prevents all forms of forced labor. During the Reporting Period, JINGDONG Logistics had no incidents involving child labor or forced labor.

In the recruitment systems, the Company clearly defines job requirements for employees and has implemented strict screening mechanisms, effectively filtering out unqualified candidates through identity verification, age checks, and other measures. The Company regularly reviews and continuously optimizes its recruitment processes to strictly prevent the employment risk of minors. The Company signs labor contracts with all employees in accordance with applicable law, clearly specifying employment conditions, rights, and obligations, effectively protecting employees' lawful rights and interests.

JINGDONG Logistics respects and upholds employees' legal rights to rest and leave, strictly complying with the laws and regulations of each operational location regarding overtime and statutory maximum working hours, maternity leave, sick leave, and family-related leave. By scientifically setting weekly maximum working hours for employees, the Company effectively manages working hours, takes measures to reduce overtime and additional hours, promptly reminds and persuades employees whose hours exceed the maximum limit.

During the Reporting Period

- JINGDONG Logistics had

No incidents

involving child labor or forced labor



Freedom of Association and Collective Consultation

JINGDONG Logistics respects and protects employees' rights to freedom of association and collective consultation, has established trade union organizations in accordance with applicable regulations, and has signed the *JINGDONG Logistics Collective Contract* with employees. In recognition of the specific working characteristics of frontline roles including couriers, delivery riders, warehouse sorters, and freight drivers, the Company has incorporated dedicated provisions into its collective contracts covering labor contract management, safety equipment provision, supplementary accident insurance, compensation and benefits, and vocational skills training. As of the end of the Reporting Period, the *JINGDONG Logistics Collective Contract* covers all employees.

As the delivery rider workforce continues to grow, JINGDONG Logistics's frontline employee base has further expanded. To strengthen frontline employees' sense of belonging and stability, JINGDONG Logistics has systematically advanced employee care through its trade union platform, holding meetings with employee representatives to discuss topics such as employee satisfaction and working conditions every quarter, and establishing a normalized employee feedback mechanism through four mechanisms¹² to accurately address the genuine concerns and core needs of frontline employees.



¹² Four mechanisms: Including the online appeal expression mechanism, the offline visit and research mechanism, the problem-solving mechanism, and the mechanism for preventing and mitigating risks in the labor sector.

Strengthening the Collective Consultation Mechanism to Enhance Employee Rights Protection

Case

In February 2025, under the guidance of relevant national ministries of China and Beijing municipal authorities, JINGDONG Logistics organized a collective consultation meeting in which multiple employee representatives engaged in equal and constructive dialogue on employee rights, health and safety, working conditions, and related matters. The meeting produced the *JINGDONG Logistics Collective Contract (Draft)*, which completed filing procedures in Beijing under the guidance of the Ministry of Human Resources and Social Security and officially came into effect.

The newly revised *JINGDONG Logistics Collective Contract (Draft)* incorporates a number of new provisions aligned with employee needs and policy requirements, including measures supporting the reform of industrial workforce development, enhanced protections for workers in new forms of employment, an improved trade union labor law supervision mechanism, and the establishment of a regular consultation mechanism. In 2025, JINGDONG Logistics convened two employee delegation meetings, reviewed and approved four regulations directly affecting employees' interests, and effectively embedded employee rights protection into its governance processes.

Protection of Rights and Interests

JINGDONG Logistics has integrated the principles of equality, diversity and inclusion into its labor practices, strictly adhering to internal policies including the *JD.com Human Rights Policy* and the *JD Group Management System for Preventing Sexual Harassment in the Workplace*, as well as international human rights standards. The Company resolutely opposes any form of discrimination, harassment, or misconduct based on nationality, ethnicity, gender, age, religious belief, cultural background, or any other characteristic. The Company regularly assesses gender pay gaps and fully upholds the principle of equal pay for equal work. The Company has established clear complaint channels and strict confidentiality mechanisms, regularly organizes company-wide anti-harassment training, and takes serious disciplinary action against violations in accordance with applicable laws and regulations. The Company has also incorporated sexual harassment prevention content into compliance training, coordinating with its supervision department to ensure the quality and effectiveness of training content. During the Reporting Period, JINGDONG Logistics had no incidents of employment discrimination.

The Company implements JD.com's unified management requirements, assesses potential human rights risks across its own operations, and takes corresponding risk mitigation and remediation actions. During the Reporting Period, JINGDONG Logistics conducted assessments for all employees across key areas including equal pay for equal work, collective bargaining rights, freedom of association, the prohibition of child labor and forced labor, anti-harassment, and anti-discrimination. In response to violations identified through these assessments, we established a clear tiered response and remediation mechanism and adopted a range of remedial measures, including public apologies, position adjustments, termination of employment, and the clawback of previously granted stock incentives. In cases involving suspected violations of law or criminal conduct, we refer the matter to the judicial authorities in accordance with the law and provide affected employees with necessary psychological support and appropriate care to help alleviate their physical and emotional distress. In addition, JINGDONG Logistics conducts annual dedicated training on the prevention of workplace sexual harassment, systematically explaining the definition, forms, and response measures relating to workplace sexual harassment, with the aim of strengthening employees' awareness of self-protection and rights protection.

JINGDONG Logistics follows diversified and inclusive hiring strategy, with a particular focus on safeguarding the rights of women and vulnerable groups. As of the end of 2025, the Company had provided job opportunities to 6,561 disabled people.

Protection of Women's Rights and Interests at JINGDONG Logistics

Support facilities

- We provide dedicated priority seating for pregnant employees and implement a queue-free dining policy;
- A service bell is installed at the priority seating area, allowing pregnant employees to request assistance from staff to queue for meals and deliver them directly to their seats.
- We have mother-and-baby rooms equipped with sofa, refrigerator, storage cabinets, and other amenities.

Leave benefits

- We offer both statutory and additional leave benefits, including maternity check-up leave, maternity leave, paternity leave, breastfeeding leave, and parental leave, to support employees during important family stages.

Exclusive activities

- We celebrate March 8th International Women's Day by organizing appreciation activities for all frontline female employees. During the event, we present flowers to them and host interactive experiences such as afternoon tea gatherings, nail art, and makeup sessions.

Celebrating women's power

- We highlight the outstanding achievements of female employees across various roles, sharing and promoting role model stories that demonstrate women's leadership and professional contributions in the workplace.

Focus on development

- We support the career development of female employees by offering professional training programs and empowerment workshops designed to strengthen skills, confidence, and leadership capabilities;
- In 2025, the proportion of female employees in JINGDONG Logistics receiving career empowerment and leadership development training reached 100%.

Compensation and Benefits

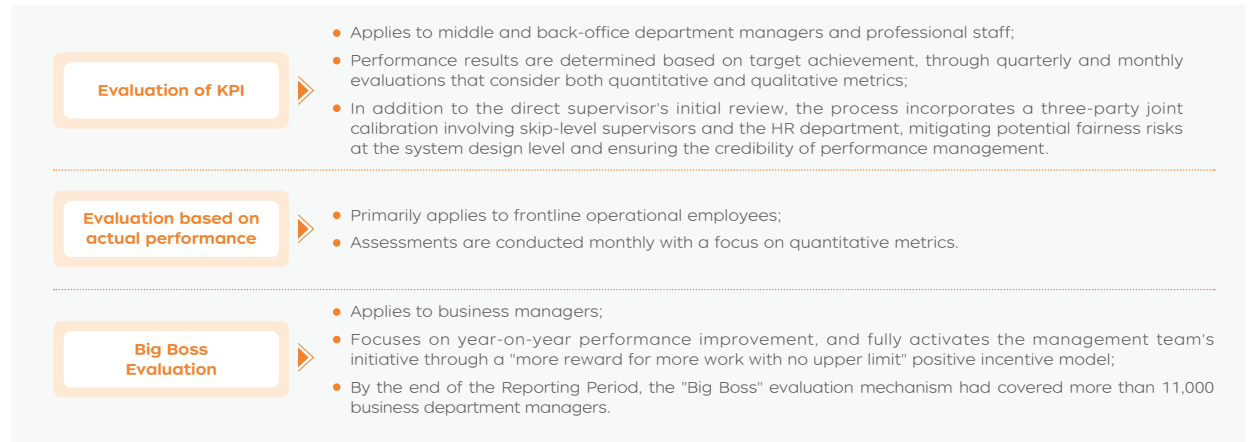
JINGDONG Logistics has actively responded to China's national calls for improving employee income levels and rights protections. Based on external market benchmarking and taking into account specific job responsibilities and content, the Company has formulated competitive compensation and benefits plans, calculating and paying employee compensation in strict compliance with laws and regulations.

Compensation and Incentives

JINGDONG Logistics has refined its compensation and incentive framework to reflect the characteristics and requirements of different roles. Based on overall strategic planning and individual employee needs, the Company provides a differentiated compensation structure that meets the diverse expectations of employees across different functions and levels. The Company upholds a results-oriented philosophy, leveraging performance management mechanisms. Tailored to managers, functional staff, and frontline employees, the evaluation framework combines Key Performance Indicators (KPIs) with actual performance-based accruals, enabling transparent and visualized compensation management. The Company sets quarterly and annual performance evaluation cycles based on role-specific requirements, comprehensively assessing individual and team performance to objectively measure employee contributions and achievements. To enhance performance management efficiency and rigor, managers maintain close communication and collaboration with employees, offering one session of targeted guidance and support quarterly to drive personal growth and help employees meet their goals.

To ensure alignment between individual and team performance objectives, the Company's managers maintain close communication and collaboration with employees, providing targeted guidance and support, addressing workplace challenges promptly, and upholding the efficiency and rigor of organizational performance management.

JINGDONG Logistics Performance Evaluation Mechanism



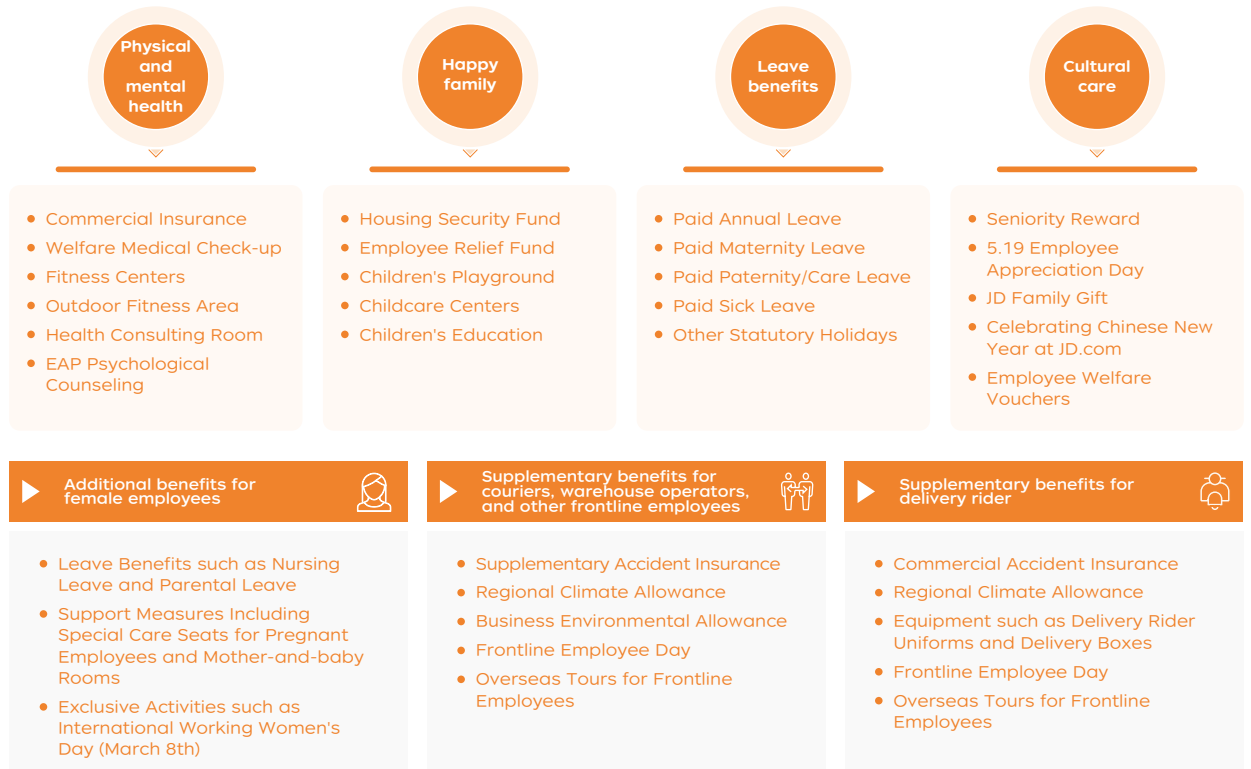
JINGDONG Logistics has established an annual salary review window, providing all employees with a salary growth opportunity each year to ensure stable income and meaningful recognition. In addition, the Company offers a suite of diversified incentive schemes for all employees, tailored to different job categories, including Boss incentive, year-end bonuses, and stock incentives. The Company grants equity awards to employees who meet the conditions for equity incentives and have created long-term value, continuously strengthening talent retention and value recognition.



Employee Benefit System

JINGDONG Logistics has consistently upheld the practice of entering into formal labor contracts directly with all employees. The Company ensures full coverage of China's social insurance and housing fund system (the "five insurances and one housing fund") for its entire workforce, while also providing supplementary commercial insurance, various allowances, and statutory benefits. In doing so, the Company has established a comprehensive compensation and benefits framework that goes beyond legally mandated social security requirements. Compensation is determined and delivered in strict compliance with local regulations across all operating regions, including those related to minimum wage standards, overtime pay, annual leave compensation, and statutory benefits. The Company also offers compensation packages that exceed the local minimum wage to ensure their earnings are sufficient to cover basic living expenses such as food and clothing.

JINGDONG Logistics has built a comprehensive, people-centered non-salary welfare system. In addition to providing all Full-time employees with statutory social insurance and housing fund contributions, the Company extends its welfare offering across multiple dimensions including work, health, and daily life, delivering multi-level protection and support. As of the end of 2025, JINGDONG Logistics's total human resources expenditure (including both in-house employees and outsourced personnel) reached RMB 110.2 billion. In breakdown, compensation and benefits for frontline employees increased from RMB 35.8 billion in 2021 to RMB 79.9 billion in 2025, representing a compound annual growth rate of 22.2%.



Comprehensive Map for Employee Benefits

Non-Salary Benefits System of JINGDONG Logistics

Caring for health

- Annual health check-up benefits and access to "JD Family Doctor" online consultation services; accident insurance for all employees including interns.
- Dedicated table tennis courts, badminton courts, gym facilities, and personalized classes including yoga, dance, and Zumba.

Caring for life

- Statutory holidays, paid annual leave, paid sick leave, supplementary paid maternity leave, and supplementary paid paternity/care leave; the Company actively ensures employees to take their full paid annual leave entitlement.
- In line with laws, regulations and local provisions, female employees are entitled to at least 158 days of maternity leave with full pay and benefits during this period. Male employees may take 10-30 days of paternity leave upon submitting relevant documentation, while employees caring for children are entitled to 5-10 days of parental leave annually.
- The Company provides a range of welfare subsidies including seniority reward, meal subsidies, communications allowances, transportation allowances, seasonal weather subsidies, and night shift allowances, as well as JD family gift packages, holiday benefits, and quarterly welfare vouchers.
- Staff dormitories are provided for frontline employees (both eligible Full-time employees and interns are available to live).
- Employees can access the JD.com affiliated kindergarten, which provides international early childhood education and dedicated facilities.
- An employee relief fund provides assistance to employees and families experiencing major hardship or financial difficulty.
- A housing security fund scheme provides interest-rate subsidies for employees' first home purchase loans, helping employees establish stable homes.

Caring for work

- Employees may convert overtime into compensatory leave and adopt flexible working arrangements where appropriate.
- Employee shuttle services, labor protection supplies, and seasonal climate supplies for regular employees and interns.
- The Company has carried out a range of workplace improvement initiatives covering warehouse cooling and ventilation systems, the addition of rest areas and leisure spaces, and upgrades to restroom and dormitory shared facilities.
- The Company offers flexible and employee-friendly work arrangements, such as flexible working hours and remote work, tailored to individual circumstances.

In recognition of the higher work intensity and risk exposure of frontline employees in delivery, warehousing, and transportation roles, the Company provides supplementary accident insurance, and has issued detailed protection guidelines for abnormal weather conditions. Through salary protection mechanisms and dedicated subsidies, the Company effectively addresses income fluctuations caused by adverse weather, ensuring stable income for frontline employees.



Supplementary Benefits System for Frontline Employees

The Full-time Delivery Rider Model — Empowering Sustainable Development in the Instant Delivery Industry

Case

In 2025, JINGDONG Logistics pioneered the "Full-time Delivery Rider" model, under which 100% of Full-time delivery riders sign labor contracts, 100% have all five social insurance contributions and the housing fund fully covered (with the employee's personal contribution borne by the Company), and 100% enjoy the full benefits of regular employees, striving for "care for the elderly, healthcare for the sick, and compensation for the injured". As one of the first platforms to participate in the "National Occupational Injury Protection Pilot for Employees in New Forms of Employment," the Company has extended occupational injury protection to part-time crowdsourced delivery riders in pilot provinces, providing more comprehensive safety coverage for delivery riders.

In terms of equipment, the Company distributes customized professional two-wheeled vehicles, upgrading the professional image of the delivery rider uniform and enhancing delivery riders' sense of professional dignity. In terms of skills development, the Company strictly implements a pre-job training program for newly recruited delivery riders covering corporate culture, operational skills, and safety standards, helping new delivery rider quickly adapt to their roles and perform their duties with confidence.

To support the career development of Full-time delivery riders, the Company has built a clear progression pathway: "Full-time Delivery Rider — Full-time Squad Leader — Full-time Deputy Station Manager" and provides multiple lateral transfer pathways supporting delivery riders to move into other business lines such as express delivery, broadening their career development opportunities.

Training and Development

JINGDONG Logistics has consistently upheld the talent philosophy of "Growth and Achievements for the JD People", defining clear talent development goals and building a multi-dimensional career growth ecosystem. Supported by dual-track career paths — vertical promotion and cross-functional mobility — the Company offers structured training for all Full-time and part-time staff. The curricula span professional ethics, leadership, technical expertise, role-based skills and digital literacy, enabling employees to unlock personal potential and advance career growth. This approach drives shared progress and long-term value creation for both the Company and its workforce.

JINGDONG Logistics Talent Development Mechanism

Managers and professional talent



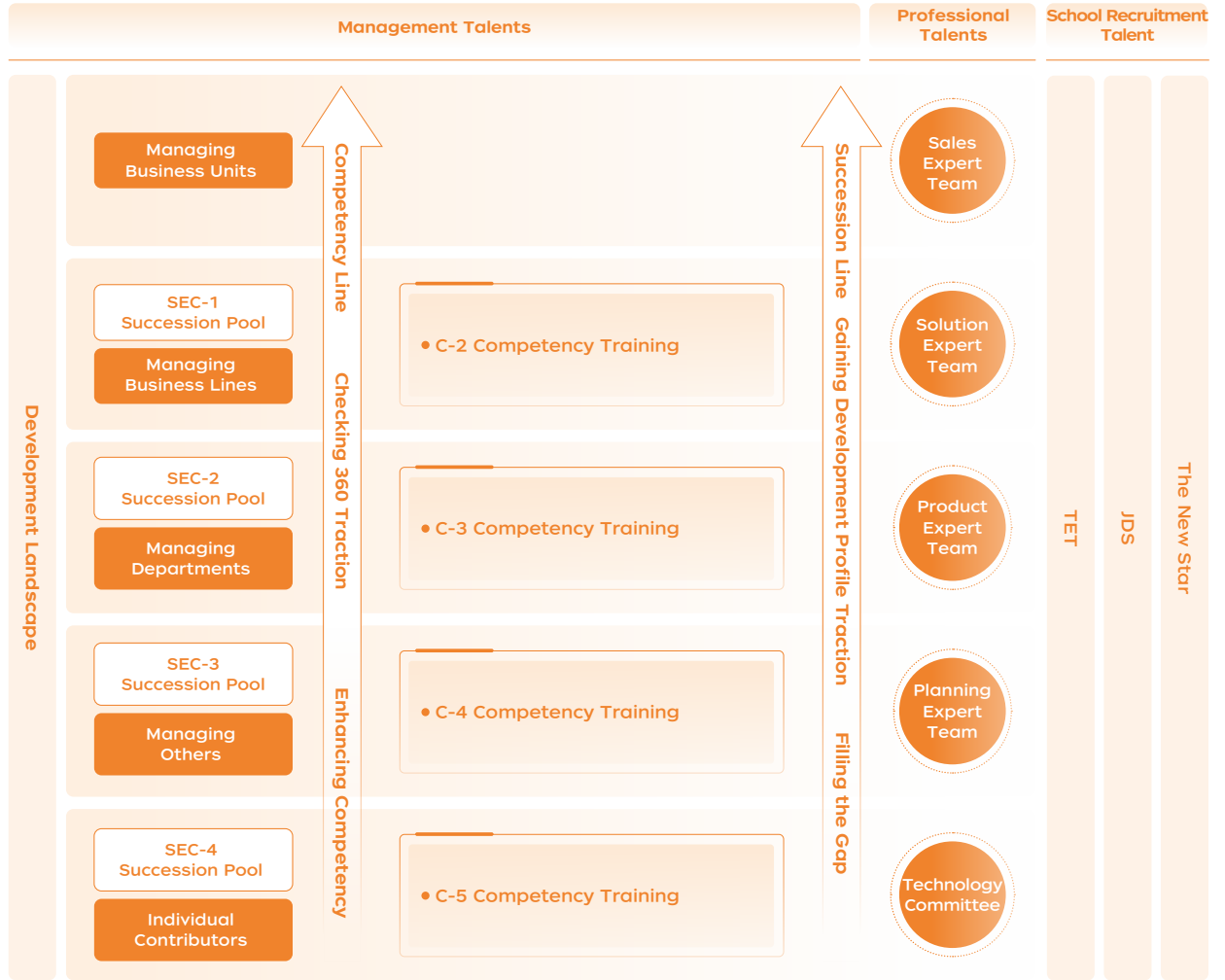
- Through systematic talent reviews and multi-dimensional assessments, the Company has established interconnected mechanisms covering talent mapping, capability evaluation, expert think tanks, succession planning, and new employee integration programs.
- The Company integrates high-quality learning resources, combining the expertise and practical experience of its internal specialist teams to match each talent with a personalized learning pathway, effectively motivating employees' intrinsic drive for growth and guiding them toward self-directed, sustainable career development.

Successors for managerial roles and campus recruit reserves



- The Company has established a rigorous selection and assessment framework, and identifies outstanding talent for its reserve pool through a closed-loop process of evaluation, reservation, development, mobility, and appointment, based on a "best of the best" selection principle.
- Based on detailed talent development profiles, the Company formulates personalized targeted development plans for each reserve talent, continuously strengthening succession pipeline depth.

Based on employees' career development stages and job requirements, JINGDONG Logistics has established a training system covering all employee levels and types, continuously refining its talent development roadmap and customizing leadership development and management capability training plans, comprehensively empowering employees' career progression and skills upgrading.



JINGDONG Logistics Comprehensive Map for Logistics Talent Development

JINGDONG Logistics Training System

Young talent including campus recruits

- We build on the "New Star," "JDS," and "TET" programs by adopting a training model that combines intensive classroom learning with practical experience to help campus recruits quickly adapt to their roles.
- We establish a clear development pathway from campus recruitment to junior management, defining talent development timelines through job rotations and structured reserve training while aligning competency standards and performance expectations across roles.
- We expand blended learning formats, integrating both online and offline training. We have also mapped out clear development pathways for campus recruits and developed structured learning content such as Logistics Business Courses and Functional Business Courses, delivered by senior managers from various business lines.
- In recent years, JINGDONG Logistics has recruited tens of thousands of university graduates through its "New Star" program, with 40% of campus hires promoted to entry-level management positions within two years of joining.

Technical talents

- We continuously identify opportunities to optimize production and operational processes, benchmark industry best practices, and promote a culture of innovation through diverse engagement activities.

Managers

- We establish dedicated reserve development programs, defining management competency profiles, reserve talent targets, and standardized processes for talent pool entry, development, and appointment. Managers within the talent pool receive systematic capability-building training.
- We organize specialized leadership workshops, inviting senior executives to deliver courses that strengthen management skills, leadership capabilities, and team coordination, enhancing overall team effectiveness and combat readiness.

Employees in key positions

- We introduce specialized learning programs for employees in key positions, providing tailored learning maps that integrate role-based training and development into a one-stop learning framework. Core courses are delivered to precisely match the capability development needs of critical roles.

Frontline employees

- We provide comprehensive onboarding training for all frontline employees, including part-time staff, covering corporate culture, business knowledge, and job-specific skills. Core cultural and business courses are continuously updated to create a one-stop onboarding development system.
- We strengthen the capabilities of frontline customer service teams by addressing skill gaps through weekly required courses, a claims negotiation case library, and scenario-based simulation training, enhancing practical claims-handling capabilities.
- We develop more than 100 micro-courses to support the growth and development of frontline employees across warehousing, sorting, distribution, and terminal operations.
- We introduce an "Air Classroom" learning pathway, improving the accessibility, efficiency, and overall experience of employee learning.

All employees: AI and digital training

- We advance the organization's digital transformation by prioritizing AI capability development for logistics managers, enabling them to evolve from AI learners into advocates for AI-driven applications.
- We promote AI literacy across the workforce by offering foundational courses, practical tools, and real-world case studies to all employees that lower the barriers to AI adoption.
- We systematically consolidate and share AI best practices across industries and business units, strengthening the organization's technological foresight and innovation capacity.

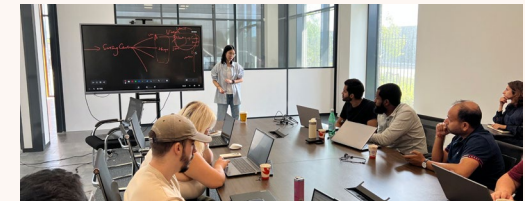
Promoting Cross-Cultural Integration to Support Global Talent Collaboration

Case

To accelerate the adaptation of expatriate employees to overseas environments, JINGDONG Logistics has conducted a range of cross-cultural integration training activities.

For expatriate employees in Europe, the Company has organized leadership and cross-cultural training for managers, reducing communication friction caused by cultural differences and promoting efficient team collaboration. In 2025, the Company organized 11 language training sessions and provided full engagement coverage through 27 online and offline welcome briefings and 12 Europe-specific care sessions, delivering comprehensive support and care for expatriate employees.

For Southeast Asia, the Company has integrated local multi-ethnic cultures, organizing cross-cultural integration and local talent skills development programs, providing logistics operations training in Bahasa Melayu, and assigning cultural mentors to help employees overcome language and cultural barriers. The Company has also selected outstanding local talent to attend a two-week technical and management training program at its headquarters in China, broadening their horizons and developing their capabilities.



Leadership and Cross-Cultural Training for Managers in the European Region

Beyond its in-house development ecosystem, JINGDONG Logistics actively expands access to external educational resources. For all Full-time employees, interns, part-time staff, vendors, and contractors, the Company offers continuing education opportunities through programs such as "I'm Attending College at JD.com" and "I'm Pursuing a Master's Degree at JD.com". The Company also supports vocational skills training including lecturer certification programs, comprehensively assisting employees in enhancing personal capabilities. For employees who successfully obtain academic qualifications, the Company provides corresponding incentive awards, encouraging employees to pursue higher academic achievements and career ambitions. In 2025, a total of 242 JINGDONG Logistics employees obtained National Vocational Skills Level Certificates in China, and a cumulative 2,500 employees participated in the local education supplementary specialist training program.

JINGDONG Logistics Degree Certification Programs

Degree Certification Program

Introduction to Certification Programs

- For all Full-time employees, interns, part-time staff, vendors, and contractors.
- Eligible for subsidy incentives.
- Partnered with the Open University of China to offer associate degree programs for individuals with a high school equivalent education, as well as top-up programs from associate to bachelor's degree.
- Collaborated with Beijing Foreign Studies University on top-up bachelor's degree programs.
- In 2025, more than 100 employees of JINGDONG Logistics have formally enrolled in college.

I'm Attending College at JD.com

- For all Full-time employees, interns, part-time staff, vendors, and contractors.
- Enjoy preferential company pricing or dedicated scholarships.

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

- In partnership with leading Chinese universities, including Beijing Foreign Studies University, Renmin University of China, and the University of International Business and Economics, JINGDONG Logistics offers both single- and dual-credential master's degree programs. Exclusive scholarships are jointly provided with partner institutions for employees pursuing dual-credential programs, catering to the professional development needs of staff across different roles and levels.

Government-Enterprise-School Collaboration to Empower Delivery Rider Development — Establishment of the "Modern Delivery Rider Academy"



In 2025, JD.com and the Guangdong Provincial Department of Education jointly initiated the establishment of the country's first "Modern Delivery Rider Academy" in Guangzhou, creating a benchmark project for government-enterprise-school cooperation to empower high-level skilled delivery riders to transfer jobs and develop careers.

The Academy focuses on practicality, innovation, and operational relevance, covering core content including basic training for new delivery riders, comprehensive literacy development for in-service delivery riders, and short-term intensive training for frontline employees. The Academy will establish specialized training bases including drone pilot programs, advance the career transition of qualifying delivery riders into positions such as warehouse management and drone operations, and co-establish a Delivery Rider and Interests and Development Research Center to conduct related research and apply findings on compliance and standardization.

The Academy's inaugural training cohort has commenced at Guangzhou Polytechnic University, with the participation of more than 20 trainees including JINGDONG Logistics Full-time delivery riders and couriers. The program plans to extend its coverage

over the next three years to more than 100,000 Full-time delivery riders and frontline couriers of JINGDONG Logistics (including Deppon Logistics and Kuayue Express) in Guangdong Province, providing delivery riders with pathways to improve both their academic qualifications and vocational skills.



The First Batch of Training Classes of the Modern Delivery Rider Academy



Learning Through Competition — Empowering Frontline Employees' Skills Development and Career Growth

Case

Under the guidance of the All-China Federation of Trade Unions and trade unions across multiple departments, the final of JINGDONG Logistics's inaugural 2025 National Skills Competition concluded successfully in Beijing. The competition faithfully replicated real frontline operating scenarios, testing both speed and precision across challenges spanning fragile goods packaging, express sorting, truck operation, and forklift handling. Contestants demonstrated the core philosophy of "professional empowerment and craftsmanship" through their expertise, with many long-serving frontline employees distinguishing themselves through their solid foundational skills.

The Competition ran for nearly four months, attracting the participation of nearly 360,000 frontline employees. In the final rounds, 457 provincial champions competed across six tracks including express delivery, sorting, driver, and warehousing, producing 17 team awards and 114 individual awards. Winners received cash, medals, and certificates as awards. Through the "learning through competition, developing through competition" model, the event provided frontline employees with a professional platform to showcase their talent and learn from one another, while further clarifying the skills development ladder and career advancement pathway for employees.



Skill Competition



The Final of Driver Competition



The Final of Sorting "Cage Assembling and Vehicle Loading" Competition



The Final of Supply Chain Forklift Competition



Frontline Employee Stories

JINGDONG Logistics' frontline employees come from diverse jobs and backgrounds, each with their own story. Together, they represent the responsibility and dedication of workers in new forms of employment. Some have remained steadfast in positions such as sorting, distribution, and loss prevention, enjoying secure retirements supported by comprehensive welfare systems. Some have earned major social honors and become role models within the industry. Collectively, they form a vivid group portrait of a driven and resilient frontline workforce, showcasing the diversity and value of their contributions.

Dedicated Service and Earned Recognition — Frontline Employees Living Their Purpose

Case

JINGDONG Logistics Courier Zhang Xiaoshan Named a 2025 National Model Worker

In 2025, JINGDONG Logistics courier Zhang Xiaoshan received the title of National Model Worker of China. Over his eight-year career, Zhang has consistently fulfilled his duties, delivering more than 320,000 parcels with a total distribution mileage of 200,000 kilometers, protecting consumer interests through outstanding service quality and earning widespread customer recognition.



Zhang Xiaoshan, National Model Worker

JINGDONG Logistics Female Courier Gong Liang Named National March 8th Red-Banner Pacesetter

JINGDONG Logistics female courier Gong Liang has been named a 2025 National March 8th Red-Banner Pacesetter by the All-China Women's Federation. As the only female courier at the Jiangbei Station in Bazhong, Sichuan, Gong has delivered nearly 400,000 parcels over eight years, covering a cumulative cycling distance equivalent to four and a half laps around the Earth. In 2024, she spearheaded the formation of a "Women's Service Team," leading female couriers in providing complimentary services to vulnerable groups such as elderly residents living alone, including parcel collection and dispatch, daily essentials procurement, and general errand assistance. Since its founding, the team has served more than 5,000 people.

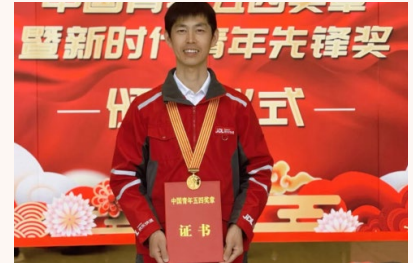


Gong Liang, National March 8th Red Banner Pacesetter

Case

JINGDONG Logistics Courier Luan Yushuai Honored with the 2025 China Youth May 4th Medal

JINGDONG Logistics courier Luan Yushuai has been awarded the 2025 China Youth May 4th medal — the only individual from the delivery industry that received this honor. His passion for running, sparked by his delivery routes, led him to claim first place among non-professional athletes at the Beijing Half Marathon. In 2022, he represented the courier industry as a torchbearer at the Beijing Winter Olympics. His personal growth journey reflects the Company's commitment to empowering frontline employees' career growth, while inspiring society with the values of perseverance and ambition among workers in China's emerging employment models — and showcasing the spirit of China's labor force to the world.



Luan Yushuai, Recipient of the China Youth May 4th Medal

JINGDONG Logistics Courier Chen Zhiyou included in the 2025 Fourth Batch of the "Good Samaritans of China" List

JINGDONG Logistics courier Chen Zhiyou, based in Yujiang District, Yingtan City, has been included in the fourth batch of the 2025 "Good Samaritans of China" List by the Office of the Central Committee for the Promotion of Spiritual Civilization. Since 2012, Chen has donated blood voluntarily — a commitment he has sustained for 13 years, with 46 donations to date. In 2014, he registered with the China Marrow Donor Program, and in 2024, he donated hematopoietic stem cells, delivering what he called a "life parcel" to a patient in need. Beyond his professional duties, Chen exemplifies social responsibility through quiet acts of kindness, reflecting the compassionate spirit of workers in China's emerging employment models.



Chen Zhiyou, Selected for the "Good Samaritans of China" List

Case

JINGDONG Logistics Sorter Wang Jun Claims First Prize in Security Screening at the National Postal Vocational Skills Competition Finals

Wang Jun, a sorter at JINGDONG Logistics's Xingtai Sorting Center, started his career as an ordinary sorter. Through the Company's skills training programs and competitive platforms, he dedicated five years to mastering his craft, ultimately claiming the top prize in the security screening category at the National Postal Vocational Skills Competition in China. Beyond his individual achievement, Wang has driven skills development across his team, advancing both his own career and raising the overall capabilities of his colleagues.



Wang Jun, a JINGDONG Logistics Sorter, at the Final Competition

JINGDONG Logistics Delivery Rider Li Mingming Honored as Zhejiang Province's "Most Beautiful Delivery Rider" for 2025

In 2025, Li Mingming, a JINGDONG Logistics delivery rider, received the 2025 Zhejiang Province's "Most Beautiful Delivery Rider" award, presented jointly by the Publicity Department of the Zhejiang Provincial Party Committee and the Zhejiang Provincial Administration for Market Regulation. Li visits 15 to 20 restaurants daily to identify food safety hazards, reports non-compliant findings, such as spoiled food, to regulatory authorities despite occasional merchant pushback, and has established a "Food Safety Guardian Group" to strengthen collaborative oversight. Li also assists merchants in optimizing their packaging workflows, supporting the compliant and sustainable development of the catering industry.



Li Mingming, the Most Beautiful Delivery Rider

Ensuring the Long-Term Wellbeing of Frontline Workers and Supporting Secure Retirement

Case

In 2025, several frontline blue-collar employees of JINGDONG Logistics—including Beijing sorter Chen Haiyan, Xinjiang loss prevention personnel Chen Huaxiang and Song Limei, Qinghai courier Zhao Yuanmei, Shenzhen sorter Xiao Cuiqiong, Shaanxi courier Wu Yimin, Liaoning courier Liang Changgui, and Beijing courier Ju Shengjing—retired one after another. They are now enjoying a well-supported retirement, with access to elderly care, medical services, housing, and injury compensation.

By the end of 2025, thousands of frontline employees across JINGDONG Logistics have retired with honor, covering roles such as couriers, transport drivers, sorters, and loss prevention personnel. They come from across the country, including provinces and autonomous regions, such as Tibet, Xinjiang, Gansu, Guangxi, and Guizhou.

Shenyang, Liaoning: First Cohort of Retiring Frontline Employees: In March 2025, JINGDONG Logistics's Shenyang Hunnan Sorting Center held a warm retirement ceremony for its first cohort of retiring employees, including Zhang Ying, Luo Haibo, and Zhu Hengmei, honoring their decades of dedicated service with certificates of honor, flowers, ribbons, commemorative gifts, and heartfelt wishes from colleagues.

Xinjiang: Sisters Who Joined Together and Retired Together: Chen Huaxiang and Song Limei, frontline loss prevention personnel in Xinjiang, joined JINGDONG Logistics's Urumqi warehouse in the same year and both retired with honor in September 2025, during which they have turned from strangers in the beginning to "sisters" working side by side for more than a decade. Through the Company's social insurance contributions, they now receive monthly pension payments after retirement, transforming their lives from precarious gig work to a settled life in Xinjiang.

Qinghai: First Retired Female Courier in Qinghai: In November 2025, Zhao Yuanmei, JINGDONG Logistics's first female courier in Qinghai Province, retired. Having previously experienced the hardship of unemployment and taken on a series of informal jobs in retail, grounds maintenance, and supermarket stocking, Zhao Yuanmei joined JINGDONG Logistics, where the Company has continuously made full social insurance and housing fund contributions on her behalf, enabling her transition from instability to secure retirement with a pension.



The First Cohort of Retired Frontline Employees in Shenyang

Communication and Care

JINGDONG Logistics has built a transparent, efficient, and warm employee engagement ecosystem, constructing a multi-dimensional employee care framework that balances work and personal life, strengthens employee connections, and demonstrates through concrete action the Company's commitment to employee rights and well-being.

Employee Communication Mechanism

JINGDONG Logistics has established multi-dimensional employee communication channels, including the Voice of Employee (VOE) platform, Employee Forum, suggestion boxes, and 400 Employee Service Hotline. By leveraging both online and offline methods, JINGDONG Logistics promptly listens to employee voices, receives their feedback, and resolves their issues in a timely manner. To further strengthen connections with frontline employees, JINGDONG Logistics regularly conducts "Go to the Frontline" activities, requiring managers and functional staff to immerse themselves in frontline work environments, actively gather employee concerns, and coordinate resources to address them in a timely manner.

To efficiently address employee feedback, JINGDONG Logistics has established a problem-resolution system to receive and oversee employee reported issues in real time. For recurring business concerns highlighted by employees, each business unit has formed a dedicated problem-resolution team. This team conducts regular investigations in regions with frequent issues and revisits key challenges during divisional morning meetings to ensure continuous optimization and improvement. For the delivery riders, the Company gathers feedback through regular delivery rider forums, symposiums, customer service communications, and satisfaction surveys and specialist surveys. In 2025, JINGDONG Logistics held delivery rider forums in Beijing, Shanghai, Sichuan, Zhejiang, and Guangdong, gaining timely insight into delivery pain points and concerns of delivery riders, and driving continuous optimization of business, products, and technologies to make delivery more efficient and safer.

Employee Communication Mechanism

Upgrading employee appeal channels

- We establish a real-time issue resolution system, enabling employees to submit complaints and appeals at any time via an online platform.
- The system automatically assigns tasks and tracks processing progress throughout to ensure an efficient circulation and trackability of the appeal.
- We established strict confidentiality mechanisms to ensure that the appeal information circulates only within the necessary scope, thereby fully safeguarding employee privacy at both the mechanism and the technological level.

Closed-loop appeal management

- We strengthen response-time management, requiring that all employee feedback receive an initial response within two hours and should be resolved within 24 hours.
- We define standardized timelines for investigation and resolution, ensuring that reported issues are addressed efficiently and effectively.
- We maintain a closed-loop resolution process, whereby the system automatically communicates outcomes to employees and collects their feedback after resolving each issue to ensure issues are thoroughly resolved.

Regular review and data analysis

- We implement a regular review and problem analysis mechanism, systematically evaluating employee feedback and case-handling outcomes.
- We develop targeted management process optimization measures to address identified common issues, continuously improving management practices and reducing the recurrence of similar problems.
- We visit the frontline locations with the highest volume of complaints to listen to employees' concerns, feedback, and suggestions, and implement targeted follow-ups and closed-loop resolutions.

Employee Satisfaction

JINGDONG Logistics conducts quarterly anonymous employee satisfaction surveys covering a broad range of dimensions, including work standards, equipment and environment, personal development, compensation and incentives, management teams, cultural atmosphere, employee engagement, job satisfaction, work purpose, sense of well-being, and workplace stress. In addition, employees receive a daily prompt through the "JD.com Connect" platform addressing topics such as organizational health, employee motivation, benefits satisfaction, workload, well-being, and long-term retention intent. This comprehensive feedback mechanism allows us to learn employees' feelings and comments on various aspects and provides a robust foundation for targeted optimization of the employees' working experience. During the Reporting Period, JINGDONG Logistics further expanded the coverage of frontline employees compared to previous surveys, incorporating delivery riders as survey participants to gain a more comprehensive understanding of the needs of employees in different roles.

To ensure survey results are translated into concrete actions, JINGDONG Logistics has strengthened the closed-loop management of survey feedback and issue resolution. The HR department worked closely with relevant business partners to jointly analyze low-scoring areas, identify root causes, and develop practical improvement plans. In 2025, JINGDONG Logistics's annual employee satisfaction score was 4.51/5.



Employee Care Activities

JINGDONG Logistics has established a distinctive series of employee care activities that bring joy and warmth to employees amid their busy work lives, meaningfully enhancing their sense of happiness and belonging.

Employee Care Activities

"4.28 Frontline Employee Day"

- We establish dedicated activity days for frontline employees, covering couriers, sorters, packers, drivers, customer service representatives, maintenance personnel, and other frontline roles.
- We organize diverse themed activities, including fun sports events, garden tours, fun runs, food festivals, and singing competitions, enhancing frontline employees' sense of belonging and well-being and fostering a warm, positive, and inclusive workplace culture.

"5.19 Employee Appreciation Day"

- We designate May 19 as the "Employee Appreciation Day," honoring long-serving employees and expressing the Company's recognition and gratitude for their long-term contributions.
- We hold recognition and appreciation ceremonies and invite retired employees and their family representatives to participate, celebrating the achievements of long-serving employees while promoting the continuity and heritage of our corporate culture.

Distinctive Caring Activities

- In addition to these dedicated days, we organize a wide range of employee care activities throughout the year, including during traditional festivals such as the Spring Festival, Mid-Autumn Festival, and Dragon Boat Festival, as well as during peak time of major promotion periods, with programs tailored to local characteristics across different regions.
- We recognize outstanding frontline role models through annual overseas appreciation trips. Since 2013, we have arranged international travel for exemplary employees, with the Company covering visas, transportation, and accommodation. Destinations have included Thailand, Singapore, Malaysia, Indonesian island of Bali, and other international locations.

"Spring Festival Delivery" for 13 Consecutive Years — Over RMB 700 Million Invested to Support Employee Well-being

Case

For the 13th consecutive year, JINGDONG Logistics has honored its "Spring Festival Delivery" commitment, fully meeting the delivery needs and emotional connections of hundreds of millions of consumers. In 2025, the Company continued to upgrade its "Celebrating the Chinese New Year at JD.com" welfare program, investing more than RMB 700 million in total and providing a range of supplementary benefits exceeding statutory standards. These include statutory overtime pay and Chinese New Year cash red packets on the compensation side, and a continued RMB 3,500 child reunion allowance to encourage employees who remain at their posts to bring their children to the work location for the Spring Festival, effectively addressing employees' personal and family concerns.

The Company also safeguards employees' rest and leave entitlements through advance scientific shift planning and flexible leave adjustment, and organizes Spring Festival cultural care activities across the country, including blessing character ceremonies, dumpling-making, New Year's Eve dinners, and warm winter gift packages, helping employees who are away from home feel the warmth of family.



New Year's Eve Dinner Events

Overseas Travel for Outstanding Frontline Employees

Case

In 2025, JINGDONG Logistics organized its annual overseas travel program for outstanding frontline employees, with the cohort further expanded to include delivery riders and other groups. A total of 100 frontline role models from customer service, couriers, freight fleets, warehousing operations, and delivery riders and other posts traveled to Kuala Lumpur, Malaysia, for a week-long outstanding frontline role models overseas appreciation trips. The activity provided outstanding frontline employees with a platform to broaden their horizons and share learnings, while using the power of role models to inspire all employees to elevate their professional capabilities and service standards.



Overseas Travel for Outstanding Frontline Employees

JINGDONG Logistics has built a housing security system that balances scale with quality, and has established a comprehensive care framework spanning daily essentials, health, and family wellbeing, continuously increasing resource investment and system development to help employees improve their quality of life.

First Standalone "Courier Home" Being Launched in Wuhan Offering Rent-Free Housing for Couriers and Delivery Riders



Under policies at all levels, JINGDONG Logistics has provided approximately 28,000 housing units for frontline workers across 145 cities across China, through a combination of leasing, and housing security fund support. Over the next five years, the Company plans to invest a further RMB 22 billion to add approximately 150,000 additional "Courier Home" units, continuing to build the industry's most extensive, highest-quality, and widest-coverage housing security system, effectively improving the living conditions, quality of life, and job stability of frontline workers.



JINGDONG Logistics Courier Home

Children's Education Support for Frontline Employees



For frontline employees including couriers, Full-time delivery riders, transportation drivers, sorters, packers, and customer service staff, JINGDONG Logistics has launched a dedicated college entrance examination care program. The Company provides congratulatory bonuses for employees whose children are admitted to top-tier universities, along with 3 days of paid school preparation leave, free door-to-door luggage collection and delivery services during the school enrollment period, and a long-term development pathway for frontline employees' children, who receive priority consideration for internship and campus recruitment placements under equivalent qualifications, extending employee care to family wellbeing and the development of the next generation.



The Son of JINGDONG Logistics Courier Chen Shixing Admitted to Peking University

To enrich employees' cultural and recreational lives, the Company has established more than 10 employee interest clubs and associations, including a Badminton Association and JD Frisbee Club, and regularly organizes diverse sports and social activities including football matches, basketball games, table tennis competitions, and employee networking events, fully catering to employees' interests and hobbies, fostering a positive, healthy, and harmonious working environment, and supporting employees in achieving a well-rounded work-life balance.



Fun Sports Events

Safeguarding Health and Safety

JINGDONG Logistics firmly adheres to the safety management principle of "safety first, prevention-oriented, and comprehensive governance", formulating safety operating standards covering all roles and processes based on actual business scenarios, establishing and continuously refining a closed-loop mechanism for the identification, assessment, and rectification of safety hazards, identifying and systematically eliminating safety risks, continuously improving employees' safety awareness and emergency response capabilities, and effectively protecting employees' lives and occupational health rights and interests.

Occupational Health and Safety

JINGDONG Logistics strictly adheres to the relevant standards and regulations on occupational health and safety, such as the *Work Safety Law of the People's Republic of China* and the *Law of the People's Republic of China on the Prevention and Control of Occupational Diseases*, and fully implements the *JD Group Occupational Health and Safety Management Policy* across all operating entities. Under the guidance of JD.com's Occupational Health and Safety Committee, JINGDONG Logistics conducts systematic identification and assessment of occupational health and safety risks. Assessment findings are used to prioritize corrective actions and initiatives, providing a scientific and targeted framework for ongoing safety management. Occupational health and safety standards and requirements are also embedded into procurement contracts, with contractors and suppliers required to comply with applicable workplace health and safety laws and regulations in their operating jurisdictions, as well as JD.com's own safety and environmental policies and those of its clients.

JINGDONG Logistics has established the Work Safety Management Committee, chaired by the Chief Executive Officer (CEO), with committee members drawn from the heads of the business departments and functional departments, supported by a Safety Committee Office as the executive arm. The Work Safety Management Committee deploys and directs all safety production activities, reviews and approves safety production policies, systems, and plans, regularly analyzes the safety production situation, and resolves major issues in safety management in a timely manner.

Guided by the philosophy of "safety first, safe operations", the Company continuously advances its occupational health and safety management system certification, fully implements its primary safety production responsibilities, implements a dual-track prevention mechanism combining risk-tiered management and hazard investigation and rectification, sets clear occupational health and safety management targets, and has established a science-based reward and punishment mechanism linked to internal systems and target achievement, driving the effective delivery of safety management objectives. As of the end of the Reporting Period, JINGDONG Logistics has obtained the ISO 45001 Occupational Health and Safety Management System Certificate, covering the Company's main business.

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JINGDONG Logistics has continued to upgrade its health protection system, providing health check-up services for employees in all positions, implementing differentiated management based on employees' age profiles and role characteristics, and customizing personalized health check packages to help employees detect and address potential health issues early. In 2025, the Company upgraded its company-wide health check mechanism, adding on top of the existing age and role-based framework, further improving the pertinence and comprehensiveness of health check services.

JINGDONG Logistics has also fully deployed its Employee Assistance Program (EAP), featuring an online professional psychological counseling platform, offline psychological consultation rooms, and engaging third-party specialist counseling organizations to deliver comprehensive mental health support and conduct on-site consultation activities, providing comprehensive care for employees' physical and mental well-being. In overseas operating regions, the Company has built a diversified mental health support framework, providing employees with one-on-one counseling, 24-hour multilingual hotlines and online consultation, crisis intervention, family psychological support, and other JoyMind global EAP services and AI companion services, with specialized programs tailored to the characteristics of each region. The Company has been keep observing pilots' daily mental condition to notice abnormal situations timely. Meanwhile, we also invited third-party professional institute to provide pilots with monthly psychological trainings, quarterly mental health tests, and other psychological aid programs. Where a major incident happens, we work with the third party professional institute to intervene the pilot's mental health.

Middle East

- Host the "High-Temperature Stress Relief Group Counseling Camp" to help employees manage work stress under high-temperature conditions through group counseling, and teach breathing relaxation training and emotion regulation skills.

Europe

- Launch the "Workplace Emotion Management Certification Course" to provide certified training, helping employees identify stress sources, resolve communication conflicts, and master practical mindfulness meditation techniques.

Americas

- Mental health support services are included in the health insurance benefits. Employees can access free professional telephone counseling services through the exclusive hotline provided with the insurance benefits.
- For appointments with professional psychologists or further treatment, employees can make reservations through the health insurance plan and enjoy corresponding medical security benefits in accordance with the insurance policy.

Asia Pacific

- Establish the "Frontline Employee Mental Health Gas Station" to empower employees at sites by providing self-help mental health toolkits and on-site counseling.

Distinctive Psychological Health Projects in Overseas Operation Regions

Warehousing Safety

JINGDONG Logistics has fully implemented the dual prevention mechanism for production safety, drawing on its internal safety systems, past successful approaches, and operational experience to develop detailed management standards and procedures for key operating scenarios. The Company conducts regular risk identification and control, inspecting all warehouses for safety hazards, issuing detailed inspection reports for each warehousing, and organizing specialist teams to address hazards at warehouses where issues are identified, achieving advance risk prevention and closed-loop management.

To enhance employees' safety awareness and emergency disposal capabilities, JINGDONG Logistics has regularly organized special safety training, conducted comprehensive emergency drills with full employee participation on a quarterly basis, and carried out routine and diversified safety culture and educational activities focusing on core warehousing operational scenarios, resulting in comprehensive raising of safety awareness and skills of all staff.

Scenario-based safety management

- Focusing on warehouse operation scenarios, we established a standardized list library covering key areas such as fire safety, electricity, operation, transportation and delivery, and clarified the operation boundary and safety requirements;
- We carried out normalized risk identification for each operation area, formulated corresponding control measures based on scenario characteristics, attached great importance to fire safety, workplace hazards and other risks in warehousing operation, and avoid safety accidents from the source.

Hazard screening and response

- Through the implementation of safety standardization projects, we conducted quantitative management of safe operation actions, types of hazards, root causes of risks and solutions, and clarified work standards and implementation requirements;
- Relying on the online standardized safety inspection system, all-link information such as action execution, hazard discovery, hazard rectification, root cause analysis and solutions are recorded throughout the process, effectively shortening the hazard discovery, rectification and closed-loop cycle, and improving safety management efficiency. In 2025, the coverage rate of JINGDONG Logistics safety hazard investigation was 100%.

Production equipment and work protection

- Based on the characteristics of different job roles, personalized protective equipment allocation plans are implemented, such as providing cold-resistant clothing for workers in low-temperature warehouses, distributing protective gloves and uniforms for pickers, equipping forklift drivers with reflective vests and helmets, and providing warehouse workers with high-visibility, reflective workwear;
- Post safety warning signs at prominent positions on the worksite to identify dangerous parts and remind employees to avoid risks;
- For the use of forklifts, a speed limiting device and a driving route prompting device are configured to prevent the risk of collision between forklifts and personnel;
- For the conveyor belt, a protective cover is installed at the rotating part of the exposed shaft and a baffle is added at the connecting parts, so as to effectively reduce the accident of injury caused by conveyor belt;
- Through measures such as guardrail isolation, ground line drawing and traffic light installation, the physical diversion of motor vehicles and pedestrians in the park is realized to ensure the safety of employees in the park.

Warehousing Safety Management Mechanism

Routine safety education

- All operating units hold daily safety morning meetings to promptly communicate safety precautions.
- Specialized trainings are conducted monthly, covering core contents such as basic fire safety knowledge, safety accident case warnings, and safety operation procedures.

Diverse cultural and educational activities

- Regular events like safety knowledge competitions and fire safety skill contests are held to strengthen the popularization of safety knowledge in a fun and interactive manner.

Safety emergency drills

- Full-staff emergency drills are organized quarterly, focusing on practical drills including fire evacuation and escape, initial fire emergency response, and employee self-rescue and mutual-rescue skills, to improve emergency response and disposal capabilities.

Warehousing Safety Awareness and Skills Training System

In addition, JINGDONG Logistics continues to strengthen its overseas warehousing safety framework, advancing differentiated safety management measures tailored to the geographical conditions, operational characteristics, and regulatory requirements of each region, to effectively safeguard all aspects of overseas warehousing safety.

- Middle East**
 - Focusing on the compound risks of high-temperature environment and mechanical equipment, special trainings on heat stress and mechanical safety were carried out, and heat stroke prevention, first aid procedures and standardized operation procedures of forklifts were systematically explained.
- Europe**
 - For the special risks of cold chain logistics and chemical management, we offered cold chain occupational health certification courses, covering frostbite prevention, standardized wearing of protective equipment, safe storage and leak disposal of cold chain chemicals;
 - We carried out comprehensive risk identification and hierarchical control for risk scenarios such as mixed traffic of vehicles and pedestrians, mechanical equipment operation, loading and unloading, stacking of shelves, high and low temperature operations, and fire emergency response;
 - We distributed safety shoes, cutproof gloves, reflective vests, goggles, cold-resistant clothing and other equipment according to job risks, and continued to promote the standardized allocation and wearing management of personal protective equipment.
- Americas**
 - We unified accident classification and reporting standard, clearly defining criteria for near misses, first aid cases, and recordable injuries. We have implemented a closed-loop management mechanism requiring reporting within 24 hours and completion of investigations and rectification within 48 hours. Accountability is assigned to responsible personnel and integrated into KPI management;
 - We continuously optimized emergency response plans based on regional risk assessments. We conducted regular drills covering evacuation, firefighting operations, first aid response, and communication coordination. Drill frequency is clearly defined, with effectiveness evaluated and reviewed after each exercise.
 - We established a continuous improvement mechanism based on accident and drill data. We regularly analyzed risk trends to drive the optimization of systems and processes, and also conducted cross-warehouse reviews to further strengthen our overall capability of risk alarming and proactive prevention.
- Asia Pacific**
 - We carried out a special plan of "waist and back protection and fire drill". The training content covers weight-bearing posture training, lumbar strain prevention and rehabilitation knowledge, and emergency response skills such as fire extinguisher use and evacuation route practice.

Warehousing Safety Management Mechanism in Overseas Operation Regions

¹³ ADAS: Advanced Driver Assistance System, an intelligent driver assistance system.

Transportation Safety

JINGDONG Logistics has developed internal management documents including the *Safety Management Standard for Operating Vehicles* and the *Terminal Safety Management Standard*, and has established a systematic transportation risk identification and prevention mechanism. The Company conducts in-depth analysis of multiple risk factors including driver behavior, vehicle conditions, road conditions, and environmental and weather conditions, and develops targeted prevention and control plans to protect the safety of couriers and drivers in all respects.

JINGDONG Logistics has advanced the digital transformation of its safety management capabilities. By leveraging advanced mapping platform technology, combined with driving data and the Advanced Driver Assistance System (ADAS¹³), the Company monitors driving trajectories, driver behavior, and vehicle status in real time, closely tracks dangerous driving behaviors such as speeding and driving against traffic, and promptly issues alerts and interventions based on high-risk alarm signals, effectively reducing the occurrence of car accidents. In March 2025, the Company established a Technical Safety Command Center, building a five-layer technical protection network comprising "multi-sensor integration, video surveillance, AI inspection, linked network, and response resources." The Company has created a direct "frontline-to-headquarters" connection mechanism and operates 24/7 centralized monitoring, achieving a 33% improvement in response efficiency and a 20-fold increase in safety hazard detection efficiency.

<p>Code of safety conduct</p>	<ul style="list-style-type: none"> • We strictly enforce driver qualification verification and vehicle safety management, ensuring that all couriers and drivers hold valid driving licenses issued by traffic management authorities. Before departure, vehicles must undergo safety inspections and may only be operated after confirming they are free of faults. • We require all couriers and drivers to strictly comply with traffic laws and regulations, prohibiting violations such as running red lights and speeding. As for drivers, the Company intervenes through ADAS dynamic monitoring equipment identification and the police dispatch center to give fatigue driving intervention notices and to make drivers who have been driving for over 4 consecutive hours park and have a rest. The Company organizes a series of fatigue risk management measures at least once a month, such as safety educational training, to ensure safe driving and to cultivate drivers' good driving habits. • We hold regular safety meetings for all employees and maintain a dedicated safety management team to monitor driving behavior in real time and promptly correct unsafe practices.
<p>Safety protective equipment</p>	<ul style="list-style-type: none"> • We equip all couriers with safety helmets, to enhance safety protection during deliveries. • We provide Full-time delivery riders with complimentary all-season work gear for spring, summer, autumn, and winter.
<p>Investigation of potential safety hazards</p>	<ul style="list-style-type: none"> • We conduct continuous safety inspections at express delivery stations, identifying and addressing potential hazards to ensure 100% closed-loop management of safety risks.
<p>Accident disposal and emergency management</p>	<ul style="list-style-type: none"> • We have established standardized procedures for handling production safety incidents, requiring on-site personnel and responsible parties to immediately report incidents to the relevant unit leader and activate emergency response mechanisms to quickly control the situation and minimize personal injury and property loss. • We implement a tiered management system based on incident severity, with strict reporting timelines for each level of incident to prevent delayed, concealed, or false reporting and ensure transparent and efficient incident handling.

Transportation Safety Management Mechanism

In terms of employee capacity building and safety culture cultivation, JINGDONG Logistics continued to strengthen the safety awareness of frontline employees from various dimensions, such as daily safety tips, special training and certification, and special activities during the Safety Month, so as to effectively prevent and control traffic accidents.

Daily safety reminders

- We adhere to daily safety reminders and accident case briefings before driving. Through the warning effect of real cases, we continuously enhance the safety awareness of couriers and drivers, keeping them vigilant at all times.

Specialized training and certification

- We carry out defensive driving specialized training and certification to systematically improve drivers' safe driving skills, enabling them to make correct judgments and operations in complex and changing traffic environments.

Safety month special activities

- We launch special operations safety month activities, and create a strong safety culture atmosphere through diverse forms such as daily safety cards, safety challenge learning, safety live-stream courses, and safety evaluations, to prevent and control traffic accidents.

Transportation Safety Awareness and Skills Training System

Delivery Safety

To effectively safeguard the delivery safety of takeaway delivery riders, JINGDONG Logistics has established an end-to-end delivery safety management and protection system covering delivery riders' pre-service, in-service and post-service stages. Through digital enablement, standardized controls, professional training and human-centered care, we systematically strengthen safety risk prevention and control across the entire process, and comprehensive risk prevention, the Company comprehensively reduces delivery safety risks for delivery riders and supports workers in new forms of employment to work safely.

Standardized safety operation management

- We work closely with traffic management authorities to implement targeted oversight of non-compliant delivery riders and strictly enforce regional safety regulations, including requirements for special vehicle standards and restricted zones.
- We promote delivery rider vehicle information registration, and strengthen vehicle compliance management through platform-based sampling inspections and verification.
- We reinforce foundational safety management practices, including weekly safety meetings, the signing of safety commitment letters, and the public display of safety procedures and policies.
- We link accident rates per 10,000 orders to performance evaluations for provincial operations, deputy station managers, and individual delivery riders, while recognizing outstanding performance through quarterly "Safety Star" awards accompanied by cash incentives.
- We conduct comprehensive delivery rider safety perception surveys and continuously refine safety management strategies based on feedback.

Human-centered emergency response and care

- We enhance support measures for different weather conditions. In hot weather, we provide heat-relief allowances and supplies such as ice cream and herbal heatstroke remedies, while in colder seasons we distribute protective gear including knee pads, gloves, and insulated bottles.
- We implement targeted protection and incentive measures during severe weather. Delivery services are suspended during extreme weather conditions to ensure delivery rider safety while safeguarding income stability.
- We expand health monitoring and emergency preparedness, including establishing blood pressure testing stations, tracking abnormal health metrics, and encouraging delivery riders to obtain first-aid certifications to support their overall physical and mental well-being.

Digital empowerment for safety supervision

- We develop intelligent identification capabilities for dangerous driving, enabling real-time alerts for violations such as speeding and distracted driving.
- We leverage accident data analytics to accurately identify high-risk scenarios and delivery rider groups and establish stricter safety control measures.
- We apply a "Safety Score" model to quantify delivery rider safety risks. Each month, delivery riders with low-performing are assigned mandatory learning modules to mitigate potential safety risks at the source.

Professional health and safety training

- We have established 43 online safety training courses covering topics such as onboarding culture, driving safety, and responses to extreme weather. These courses use "case study videos, specialized training, and exams," learning model and provide customized monthly training aligned with seasonal safety risks.
- We translate government safety policies into accessible alerts and training materials, helping delivery riders better understand safety requirements and strengthening their awareness of risk prevention and emergency response capabilities.

Delivery Safety Management Mechanism for Delivery Riders

Creating High-quality Experience

JINGDONG Logistics regards the delivery of an outstanding experience as a central priority in the Company's development. We are committed to building efficient, safe, and intelligent service processes through technological innovation. We deliver warmth and care through every interaction, ensuring customers feel the value and assurance of a service that exceeds expectations at every stage, from initial contact and decision-making through to fulfillment and after-sales.

Diversified Services

JINGDONG Logistics has built a comprehensive logistics service system covering all scenarios, providing multi-scenario services across warehousing and delivery, express and freight delivery, large-item delivery, cold chain, and cross-border logistics, meeting the diverse needs of customers from everyday parcels to specialized commodities, and delivering safe and efficient logistics solutions.



Focused on cost, efficiency, and experience, the Company continues to advance the broad application of integrated supply chain solutions. Focusing on key sectors including consumer goods, 3C, home furniture, apparel, home appliances, automotive, and fresh produce, we provide clients with integrated supply chain solutions that are deeply tailored to industry-specific characteristics, enabling precise optimization and efficient collaboration of supply chains across various industries. In 2025, our revenue from integrated supply chain customers reached RMB116.2 billion, representing a year-on-year increase of 33.0%. Among this, revenue from external integrated supply chain customers reached RMB35.9 billion. The number of our external integrated supply chain customers amounted to 91,161.



Industry Integrated Supply Chain Solutions

Industry	Service Content	Industry Pain Points Solved
Consumer goods	Multi-channel integrated warehousing and delivery, BC multi-scenario, all categories in the same warehouse, and digitalization of supply chain	Improve supply chain efficiency, reduce operating costs and improve consumer experience
3C	End-to-end full chain service, B2B/B2C integration, inventory sharing	Increase inventory turnover rate, reduce capital occupation, and guarantee the timeliness of new product launch
General home furniture	Integrated delivery and installation, reverse logistics, multi-factory transportation and collection	Solve the problems of difficult installation and low efficiency of returning and exchanging goods for large-scale delivery
Apparel	Industrial belt layout, cross-warehouse processing and semi-processing value-added services	Relieve inventory pressure, achieve fast-in and fast-out, and reduce operating costs
Home appliance	Unified inventory management, omni-channel inventory sharing, and temporary storage services in low and peak seasons	Optimize warehousing layout, improve turnover efficiency, and cope with sales peaks and troughs
Automotive	Accessory agency operation, entrance logistics, KD logistics, intelligent warehousing	Improve parts turnover efficiency, reduce logistics costs and realize lean supply chain
Fresh produce	Direct delivery from origin, full cold chain, multimodal transportation, customized packaging	Solve the problem of difficulty in fresh preservation, high transportation loss and unstable delivery speed of cross-regional distribution

Wine and Spirits Industry

Case

On September 2025, JINGDONG Logistics has officially commissioned its Beijing-Tianjin wine and spirits specialist warehouse in the Gu'an Asia No. 1 Park, delivering an integrated supply chain solution combining "business empowerment, warehousing, and logistics", marking a further upgrade in JINGDONG Logistics's service capabilities in the wine and spirits vertical industry.

The wine and spirits logistics sector has long faced persistent pain points including high storage environment requirements, significant seasonal peak pressures, and complex multi-channel fulfillment demands. JINGDONG Logistics's wine and spirits specialist warehouse has introduced a series of targeted services: in warehousing, a "store on the top and pick from the bottom" design combined with batch management ensures product safety and precise tracking; in fulfillment, a "unified storage and picking, collect-on-departure" model supports multi-wave production, increasing picking efficiency for original packaging and large orders by 50%; and in services, the warehouse provides gift set assembly, personalized labeling, and customized packaging, with the flexibility to absorb 3 to 5 times normal order volumes to meet peak promotional demand. In 2025, JINGDONG Logistics reached a deep partnership with a spirits brand, helping it optimize inventory positioning and distribution routes, improving overall fulfillment timeliness by 10% and effectively supporting omni-channel sales growth.



Opening Ceremony of Wine and Spirits Specialist Warehouse

Pharmaceutical Industry

Case

To address core industry pain points in the pharmaceutical sector, including complex in-person prescription processes, barriers to medical access for chronic disease patients and those with limited mobility, and the demanding timeliness and safety requirements of traditional Chinese medicine delivery, JINGDONG Logistics has partnered with a hospital to build a full-process pharmaceutical convenience delivery service system spanning pre-diagnosis, in-diagnosis, post-diagnosis, and daily wellness services. Through a professional "door-to-door pickup, door-to-door delivery" pharmaceutical distribution service, JINGDONG Logistics provides four key convenient services: delivery of decocted Chinese herbal medicine to spare patients the wait at the hospital; post-consultation medication delivery for chronic disease patients following online follow-up visits; fully confidential medical record copy delivery; and delivery of traditional Chinese medicine wellness products. To meet the stringent delivery speed and packaging requirements of Chinese herbal preparations and decoctions, JINGDONG Logistics uses specialized sealed packaging and a "priority sorting and distribution" mechanism to ensure safe, timely delivery. Since 2020, JINGDONG Logistics has continued to expand its hospital-scene delivery services, providing patients with a one-stop pharmaceutical distribution solution through an integrated online-offline model, advancing the quality and efficiency of "Internet plus Healthcare" services, and delivering on the promise of "fewer trips for patients, services brought to their door".



Fresh Products Industry



JINGDONG Logistics has commissioned an automated benchmark warehouse in Wuhan, integrating automation, intelligence, and standardization, using advanced warehousing and storage equipment and digital intelligent system to comprehensively empower consumer goods enterprises, including a dairy brand, with efficient fulfillment capabilities in a multi-platform e-commerce environment. The warehouse is equipped with a 90-meter automated DWS sorting equipment capable of processing 4,500 packages per hour, complemented by 44 packing stations and automated unpacking equipment to significantly enhance operational efficiency. 105 high-definition cameras and a six-sided scanning system provide full-process visibility and traceability for all parcel labels. To meet the dairy industry's strict requirements on temperature control, hygiene, and expiry date management, the warehouse strictly adheres to Class C II premium warehouse and GWP food warehouse standards, implementing full-process temperature and humidity monitoring, regular pest control, and goods hygiene management, ensuring sensitive products such as infant formula are always maintained in optimal storage conditions. At the system level, JINGDONG Logistics provides the dairy brand with integrated intelligent decision support, including sales forecasting, intelligent replenishment, inventory simulation, and marketing recommendations, through the "JH" Digital and Intelligent Supply Chain Platform powered by big data analytics and algorithm models, supporting the brand's digital transformation across the full supply chain.

Public Services



In 2025, JINGDONG Logistics partnered with the Traffic Management Bureau of the Ministry of Public Security to become the official delivery partner of the "Traffic Management 12123" platform, officially launching a full-process mailing service for license plates, driving licenses, registration certificates, temporary plates, and motor vehicle registration documents in 53 cities across China, providing urban and rural residents with a one-stop traffic administration experience through "online applications and express home delivery".

When handling applicable services through the "Traffic Management 12123" app or offline service windows, users can select JINGDONG Express for professional mailing, completing the full process from application and review through to mailing and receipt entirely online, effectively addressing the traditional inconvenience of multiple in-person visits and long queues. To ensure the secure and reliable delivery of official documents and license plates, JINGDONG Express applies its "Special Security" service standard, using specialized packaging, dedicated transport routes, and designated handling staff. Full-process logistics traceability is achieved through system integration, with users able to track progress in real time and access dedicated customer service support.



Official delivery partner of the "Traffic Management 12123" platform

Platform Cooperation

JINGDONG Logistics leverages its integrated supply chain capabilities to fully support the quality enhancement, upgrading, and sustainable development of the e-commerce ecosystem. Through deep partnerships with new consumer brands, media platforms, livestreaming e-commerce platforms, and online consumer brands, the Company provides highly adaptable and flexible fulfillment solutions across differentiated scenarios including regular operations, livestream commerce, and large-scale promotional events, effectively ensuring the stability and efficiency of end-to-end logistics.

Empowering a Leading E-commerce Platform Merchant to Drive Sales Growth



JINGDONG Logistics has partnered with a leading internet platform in the instant retail sector, integrating supply chain capabilities with platform traffic resources to provide merchants with reliable, warehouse-delivery-integrated fulfillment services, jointly supporting the sustainable development of the e-commerce ecosystem. Among the first merchants to join, one FMCG company saw its sales on the platform increase by 500% after onboarding, with a next-day delivery achievement rate of over 94%, achieving sustained business growth through platform traffic support. Leveraging its extensive warehouse network, JINGDONG Logistics provides merchants entering the warehouse with "next-day delivery" fulfillment coverage for more than 90% of orders, helping merchants operate compliantly and reduce logistics management costs. Settled merchants also benefit from dedicated platform exposure in search, livestreaming, and other channels, driving synchronized growth in orders and GMV.

Sales on the platform increased by **500%**

Enhancing Overseas Service Capabilities

JINGDONG Logistics is committed to building a stable, efficient, and intelligent global supply chain service system. By continuously improving its global network layout and strengthening localized operations, the Company fully supports globally expanding brands while serving consumers worldwide.

Overseas Service Capacity Building

Guided by its "Global Smart Supply Chain Network 2.0", JINGDONG Logistics continues to advance the development of localized warehousing, distribution, and service networks overseas, forming logistics infrastructure that covers major trade regions. The Company provides integrated, high-quality, and efficient supply chain solutions for global brands, overseas local clients, and cross-border e-commerce platforms.

In 2025

- JINGDONG Logistics's overseas warehouses covered

25 markets

- With nearly

200

bonded warehouses, international direct distribution warehouses, and overseas warehouses

- A total managing scale of nearly

2 million square meters

Integrated Delivery and Installation Services in Singapore and Malaysia

Case

In 2025, JINGDONG Logistics officially launched integrated delivery and installation services for bulky goods in Singapore and Malaysia, marking a key upgrade of its integrated supply chain capabilities in Southeast Asia. The service addresses logistics challenges for large items such as home appliances and furniture, covering the entire chain of services from cross-border transportation, local overseas warehousing, in-warehouse outbound, delivery and installation, to reverse returns and exchanges, providing consumers and business clients in both regions with the convenient experience of "one-visit, end-to-end service."



Delivery and Installation Services in Singapore and Malaysia

In Southeast Asia, JINGDONG Logistics's local warehousing and delivery network enables same-day or next-day delivery while cross-border logistics can be

completed in as fast as **72 hours**.

Launch of Joybuy Integrated Warehousing and Delivery Network in Europe

Case

JINGDONG Logistics has fully launched the construction of an integrated warehousing and delivery network for JD.com's European retail business Joybuy, supporting end-to-end fulfillment through a localized intelligent logistics system. The project has established smart warehousing networks across key markets in the UK, supported by multilingual operations teams to adapt to local regulations and consumer preferences. Joybuy supports full-category services, including integrated delivery and installation for large appliances, leveraging JD.com's advanced supply chain capabilities to ensure efficient fulfillment.



Warehouse in Europe

Customized Integrated Supply Chain Solutions Supporting Global Expansion

Case

In 2025, JINGDONG Logistics successively established overseas warehouses in the Middle East, located in Dubai, UAE, and Saudi Arabia. By the end of 2025, JINGDONG Logistics has provided "omni-channel unified inventory management" integrated supply chain solution in the Middle East market for a renowned smartphone brand. The collaboration spans multiple core areas, including e-commerce platform fulfillment, offline store deliveries, and reverse return processing, achieving centralized inventory management and efficient allocation, thereby significantly enhancing market responsiveness.

Electronics such as smartphones are characterized by high unit value and strict requirements for transportation and storage, demanding higher standards across all supply chain stages, including warehousing and transportation. To align with the brand's supply chain logistics needs, JINGDONG Logistics has tailored a dedicated industry solution. In warehousing, a digital intelligent operation system is employed to enable real-time inventory management and precise stocktaking, with an on-time outbound rate maintained above 99.9%. In last-mile delivery, leveraging localized networks such as JoyExpress enables same-day delivery in key markets like Saudi Arabia and the UAE, while also offering value-added services such as scheduled delivery and reverse return-exchange, comprehensively elevating the consumer experience.

Overseas Service Assurance During Peak Seasons

To address cross-border shopping peaks such as Black Friday and Double 11 Global Shopping Festival, JINGDONG Logistics has established a flexible and refined peak-season support system. Its overseas warehouses maintain stable operations under high demand, achieving over 99.5% outbound timeliness.

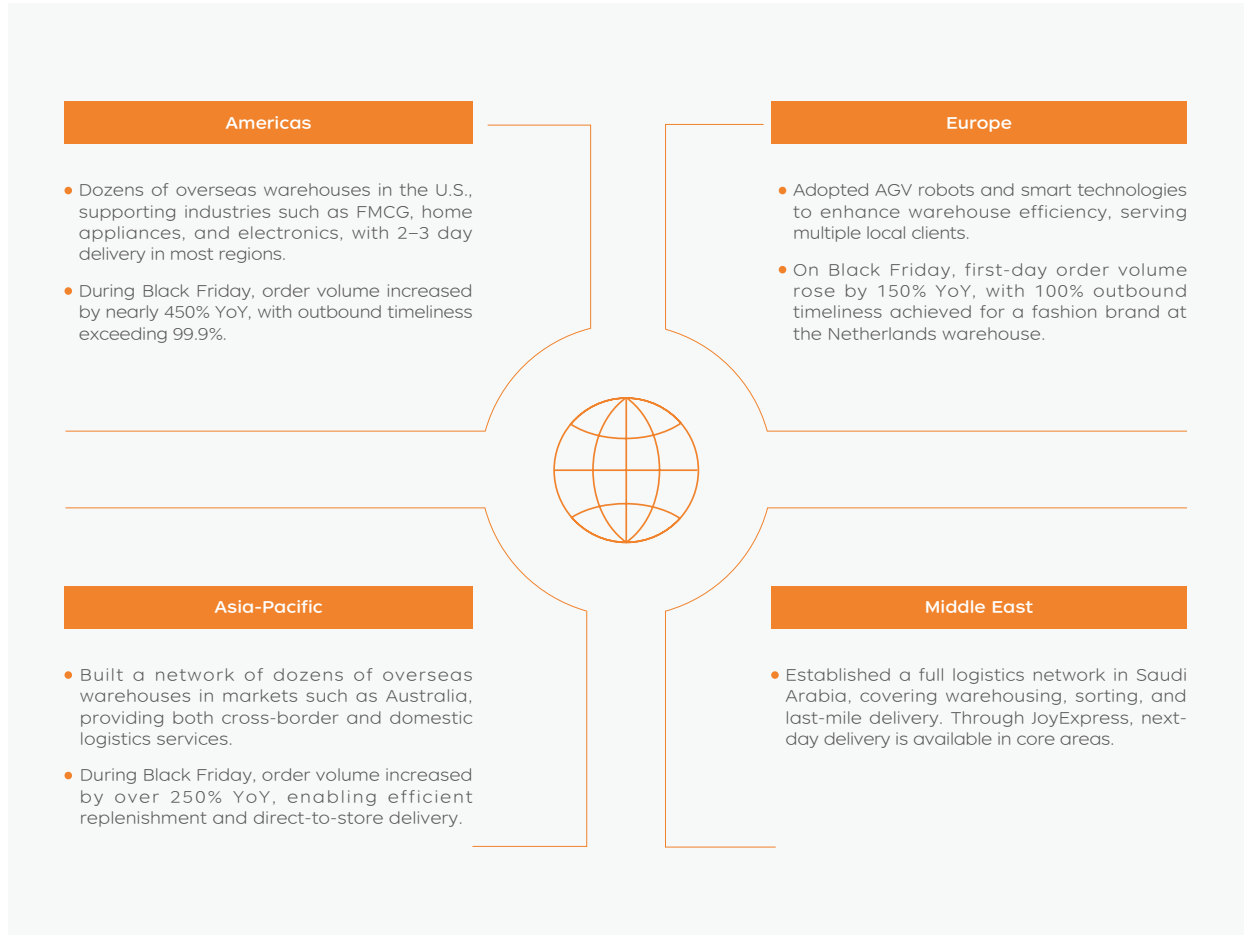
Achieving Outbound timeliness over **99.5%**

Supporting Global Exports During Black Friday



As the global Black Friday shopping season nears, JINGDONG Logistics has rolled out a tailored cross-border logistics solution in Yiwu, widely recognized as the global hub of small commodities. By consolidating logistics resources and refining operational workflows, the Company ensures efficient pre-stocking in overseas warehouses, providing strong support for crossborder e-commerce promotions. Designed to accommodate the high shipment frequency and rapid inventory turnover of local light consumer goods, JINGDONG Logistics delivers integrated one-stop B2C cross-border logistics services, featuring exclusive international routes and small-parcel delivery lines. The solution includes flexible local collection and multimodal transportation options, such as direct air cargo services and FCL/LCL ocean freight. This achieves average last-mile delivery in 3-6 business days, accelerating timely product circulation to markets.

Logistics Service Support for Major Promotional Campaigns by Region



High Quality Services

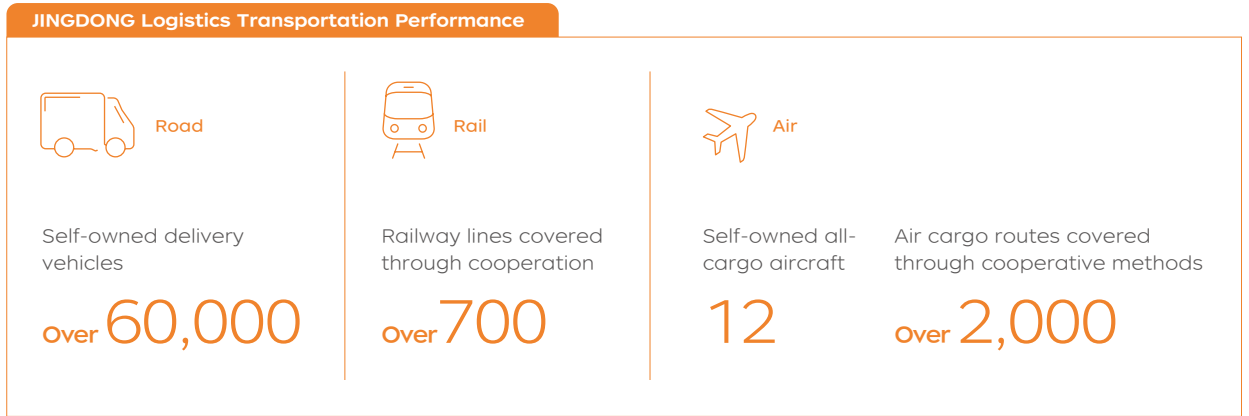
JINGDONG Logistics has consistently upheld its commitment to high-quality service, continuously optimizing transportation speed, improving product safety and integrity, and meeting customers' growing needs for reliable and efficient logistics support. The Company's services have been deeply integrated into high-tech industries, food and pharmaceutical cold chain logistics, cross-border e-commerce, and public services, comprehensively covering key links in social production and everyday consumer life. In 2025, JINGDONG Logistics obtained ISO 9001 Quality Management System certification.

Delivering Excellence in Fulfillment

JINGDONG Logistics has established a comprehensive transportation network spanning road, rail, aviation, and other modes, improving full-chain transportation efficiency through intelligent scheduling and route optimization, and continuously delivering efficient transportation service capabilities to customers. In 2025, the Company increased its investment in drone research, development, and operations. JINGDONG Logistics drones have completed pilot operations across multiple provinces across China, and the Company has developed stable and reliable flight control and command-and-control system capabilities.

Three Tiered Fulfillment Services

Product	Service Characteristics	Effect
211 Warehousing & Distribution	Provide "211" same- and next-day delivery service (same-day delivery/next-day delivery), and superimpose door-to-door last-mile delivery to help improve store score and user experience	Number of cities covered by "211" same- and next-day delivery increased by 60%
Express Warehousing & Distribution	Uses "next-day delivery" as the baseline, with priority resources including green lanes for sorting and distribution, and door-to-door last-mile services	Number of cities covered increased by 35%; combined order coverage with "211" same- and next-day delivery exceeded 90%
Economy Warehousing & Distribution	Provides cost-effective logistics solutions while maintaining stable timeliness, balancing cost and service quality	Delivers stable and predictable timeliness to meet diverse fulfillment needs



In 2025, JINGDONG Logistics upgraded its warehouse and delivery service levels, providing e-commerce merchants and customers with three tiered fulfillment services: "211 Warehousing & Distribution, Express Warehousing & Distribution, and Economy Warehousing & Distribution", delivering a faster and more reliable fulfillment experience. The Company has also extended its high-speed delivery capabilities from categories such as lychees and hairy crabs to a wider range of time-sensitive origin products including beef and mutton, effectively improving service quality and delivery efficiency, and driving growth in the high-speed express business.

Lychee Grown in Guangdong freshly Arrives in Europe Within 48 hours



Freshly harvested lychees from orchards in Guangdong, China, reach Europe within 48 hours via JINGDONG Logistics' integrated rail-air transport and end-to-end cold chain packages.

Once harvested, lychees are sorted, packaged and transferred to JINGDONG Logistics's cold-chain warehouses within three hours. Ice packs and cooler boxes are used across full process to maintain stable temperatures and preserve freshness. The produce is then shipped to airports via refrigerated trucks and loaded onto temperature-controlled direct international flights, delivering consistent cold-chain protection during cross-border transit. Upon arrival in Europe, the specialized team accelerates customs clearance and goods are promptly dispatched to JINGDONG Logistics's local warehouses in Europe. Supported by a fully integrated professional cold chain network, strict temperature control is maintained across the entire supply chain, keeping lychees at peak freshness from farm to table.



Lychees Grown in Guangdong Arrive in Europe within 48 Hours

Safeguarding Product Safety

JINGDONG Logistics has established a full-chain product protection system, delivering refined protection at key stages of packaging, transportation, and delivery through customized packaging, intelligent monitoring, and standardized operations, effectively reducing cargo damage and operational risks. The Company strictly enforces a contraband management mechanism to ensure compliant transportation of high-risk goods, comprehensively improving fulfillment safety and customer experience.

Refined Packaging Solution Drives down Damage Rate



To meet the stringent transportation timeliness and temperature control requirements of mulberry juice, JINGDONG Logistics partnered with a mulberry orchard. Leveraging its integrated supply chain capabilities, JINGDONG Logistics provided customized packaging and refined transportation management, significantly improving product safety in transit. By optimizing the packaging solution and strengthening operational standards, JINGDONG Logistics helped the orchard reduce its packaging damage rate from 1% before the partnership to 0.3% ensuring every bottle of mulberry juice was delivered in perfect condition, and supporting the client's e-commerce logistics score to reach 4.95 and above.



Refined Packaging Solution

JINGDONG Logistics Assists Sales of Tea



During tea harvesting seasons, JINGDONG Logistics deploys tailored services across major tea-growing regions. Drawing on its extensive logistics network across China, logistics network, the Company utilizes air freight and exclusive direct-sorting routes to enable immediate unloading and priority transit. This custom fast-track distribution channel is designed specifically for spring tea, delivering freshly picked leaves swiftly across the country.

To preserve freshness and safety throughout transportation, JINGDONG Logistics adopts a specialized multi-layer packaging solution combining plastic wrap, heavy-duty bubble wrap, woven sacks and carton boxes. This packaging effectively shields tea products from moisture absorption and odor contamination. Backed by expanded service coverage, comprehensive pickup networks, and efficient, precision-driven operations, JINGDONG Express empowers regional specialty tea brands to reach markets and bring high-quality tea to households.



Assisting Sales of Tea

Safeguarding the Security of Mail and Delivery Services

Contraband Management

JINGDONG Logistics strictly complies with laws and regulations including the *Regulations on the Management of Delivery-Prohibited Items*, and has formulated internal management systems including the *Regulations for the Management of Punishment and Disposal of Contraband*, the *Guarantee Mechanism for the Full Collection Process*, the *Safety Management Regulations for Collection Operations*, and the *Safety Management Regulations for Security Screening*. The Company has defined end-to-end management standards spanning customer onboarding, safety auditing, collection, packaging protection, sorting and transportation, last-mile delivery, incident investigation, and accountability, comprehensively strengthening contraband identification and interception capabilities.

In 2025, the Company further updated its end-to-end collection safety assurance mechanism, revising content relating to production safety, regulatory risk, and aviation prohibited item standards, and producing 12 prohibited item awareness posters and case studies on a monthly basis. On the technical prevention front, JINGDONG Logistics continued to advance the optimization and upgrading of its intelligent security screening machine recognition image library. Working in collaboration with the Hunan Provincial Postal Administration, the Hunan Emergency Management Department, Liuyang fireworks and firecrackers manufacturers, and intelligent security screening machine enterprises, the Company jointly carried out image library collection and AI model training upgrades specifically targeting fireworks and firecrackers, with coverage extending to 350 categories and a cumulative total of 11,000 image samples by the end of 2025. Meanwhile, the Company independently partnered with security screening machine enterprises to develop an image library and conduct AI training for drones and drone accessories, completing the collection and model optimization of 226 categories consisting of 126,000 images.

Contraband Management Measures

System optimization management and control

- The Company has launched a dedicated battery consignment control function, verifying battery model, weight, and other information reported by front-end merchants against weighing data at the courier workstation, enabling the system to automatically intercept anomalous orders.
- For bulk orders and orders from merchants who have not pre-registered, the Company implements system-based weight controls and proactive early warning alerts based on consignment category.

Unboxing inspection

- For orders from risk-flagged merchants, the Company carries out random unboxing inspections on at least 5% of orders.
- All bulk orders undergo 100% unboxing inspection; express bulk orders are subject to 100% photo documentation; and bulk orders from high-risk express areas require 100% on-site photo recording by the responsible courier.

Violation handling and accountability

- Failure to follow prescribed procedures resulting in the collection or delivery of prohibited items shall be subject to disciplinary measures against the responsible party, including verbal guidance, interviews by superiors, written warnings, or suspension from duty.

JINGDONG Logistics places strong emphasis on building frontline employees' contraband identification capabilities, continuously strengthening delivery safety risk prevention through systematic and normalized training and assessment mechanisms. On a provincial basis, the Company organizes weekly specialist training sessions, issues standardized cases and guidelines, maintains complete records, and conducts spot checks and performance notifications. Monthly contraband identification assessments are conducted, with employees who fall below the standard required to undergo remedial training and follow-up retesting, forming a closed-loop "training, assessment, and improvement" management cycle. In addition, dedicated content such as the "One-Page Contraband Prevention Guide" is pushed to couriers through their workstation platforms each week to reinforce daily risk awareness.

Case

Holds the First National Logistics Skills Competition, Strengthening Prohibited Item Inspection Capabilities through Practical Drills

In August 2025, JINGDONG Logistics held its inaugural National Logistics Skills Competition in China, covering more than 30 job categories and attracting the participation of more than 360,000 frontline employees, with the aim of linking skills with performance through "competition-based practice." Many of the competition items focused on contraband inspection and risk prevention and control, effectively improving employees' safe operating capabilities and standardized operating standards. Through this normalized, practical skills competition mechanism, JINGDONG Logistics has developed a talent pool with strong safety awareness and professional expertise for the industry, effectively strengthening the delivery safety defense line.



The First National Skills Competition

Heart-warming Services

JINGDONG Logistics has consistently integrated high-quality service with genuine human care, delivering both efficient fulfillment and the warmth of a people-first enterprise. The Company puts the value of "technology for good" into practice through concrete actions, demonstrating the responsibility and service spirit of its frontline teams, and continuously advancing logistics services from standardized delivery toward an experience defined by warmth and care.

Turning back to Help — Protecting a Life in Need



In November 2025, after completing delivery work for a day, a JINGDONG Logistics courier received an urgent call for help from a customer while continuing their rounds. With only elderly residents and young children at home, the family was unable to move a patient who had suffered a cerebral infarction into a wheelchair to seek medical care. The delivery staff member immediately adjusted their delivery schedule, returned quickly to the customer's home, and safely assisted the elderly patient into a wheelchair, ensuring timely access to medical treatment and avoiding any delay in care. The customer later called specifically to commend the staff member for their selfless and professional spirit.

Acting Swiftly in the Face of Fire — Protecting a Home



While completing an order delivery, a JINGDONG Logistics courier noticed smoke and flames coming from inside a customer's home. The courier immediately alerted the customer, and the two entered the premises together to find the kitchen stovetop on fire. Responding quickly to the emergency, the courier stepped forward decisively and extinguished the fire, successfully preventing a serious incident. The customer expressed deep gratitude for the courier's composure, bravery, and strong sense of responsibility in a moment of crisis, and indicated a wish to present a pennant of honor.

Fostering Industry Collaboration

JINGDONG Logistics has remained committed to continuously expanding the boundaries of high-quality logistics services through ongoing innovation in transportation models and deeper industry collaboration. With high-standard services as its foundation, the Company continues to provide solid support for people's livelihood, regional economies, and industrial upgrading.

Partnering with Civil Aviation to Launch Low-altitude Economic Development in Mountainous Areas



In January 2025, JINGDONG Logistics, in partnership with a civil aviation enterprise and other institutions, successfully completed the first test flight of a 2-tonne eVTOL cross-city logistics low-altitude route in Guizhou. This marked the first real-world logistics application of a tonne-class electric vertical take-off and landing aircraft holding the Civil Aviation Administration of China's "Three Airworthiness Certificates" on the Yunnan-Guizhou Plateau, representing an important breakthrough for JINGDONG Logistics in the field of smart aviation logistics.

The test drone departed from Xiuwen County, Guiyang, and delivered products to Huangping County in southeastern Guizhou in just 40 minutes, improving efficiency by more than 80% compared with traditional road transportation. The opening of this route fully validates the reliable transportation capability of eVTOL aircraft in high-altitude, complex terrain, provides an innovative logistics solution for people's livelihood in mountainous areas, and injects new momentum into the development of the low-altitude economy.



Low-altitude Flight Test Ceremony

Partnering with High-speed Rail Express to Innovate the High-speed Rail Freight Model



JINGDONG Logistics and a high-speed rail express partner have officially launched the Wuhan-Guangzhou high-speed rail express line, marking another key step forward in the field of rail express freight. Leveraging the efficient, reliable, and green advantages of high-speed rail, combined with JINGDONG Logistics's intelligent warehouse network, the partnership has successfully built an integrated "high-speed rail plus warehouse and delivery" transportation network, providing cross-regional next-day delivery services for high-timeliness goods such as fresh food and pharmaceuticals. Through resource integration and technical collaboration, the initiative has not only improved logistics service timeliness and reliability, but also advanced the green transformation and high-quality development of rail freight transportation, providing the industry with an innovative multimodal transport solution.

High Quality Experience

JINGDONG Logistics has consistently placed high-quality service experience at the core of its operations management, and remains committed to continuously creating value for customers, partners, and society through stable, efficient, and reliable logistics services. Leveraging technological innovation and process optimization, the Company continuously improves service certainty, responsiveness, and personalization, while actively contributing to broader social efficiency and wellbeing as it delivers on commercial fulfillment obligations.

Customer Service Management

Guided by the service philosophy of "customer's problem solved by me", JINGDONG Logistics promotes efficient and direct problem resolution by optimizing service pathways and increasing the first-time resolution rate for customer issues. The Company has established a service-centered governance and operations mechanism, standardized incident handling processes, and ensured rapid and effective management intervention for customer emergency issues. By optimizing customer service authorization, linking work orders with command and dispatch centers, and implementing processes such as direct vehicle dispatch for customer requests, the Company systematically delivers a rapid customer issue resolution mechanism, and translate the clients' feedback to product development and service optimization. In addition, we upgraded our services to the elderly clients, as JINGDONG Express promoted the service "for the elderly" to practically solve the difficulties hindering the elderly sending packages.

The Company actively organizes cultural initiatives including the "Problems Solved by Me" story challenge and customer service benchmarking campaigns, recognizing behavioral role models, embedding a service-first mindset across the organization, and continuously elevating the customer experience.

"What the service industry needs is not only technical speed, but also the ability to sense and convey warmth." JINGDONG Logistics's customer service team has earned high recognition from the industry and customers for its outstanding customer experience, efficient digital and intelligent solutions, and professional service standards, earning multiple prestigious awards.

Service Team - Professional and Efficient

- Our customer service and regional teams adopt a collaborative, time-bound problem resolution mechanism, with a standardized escalation workflow for outstanding cases.
- Customer service team proactively addresses six major anomaly links, driving an 11.6% year-on-year uplift in the full-cycle delivery completion rate of express services.
- To ensure full-process fulfillment for key B2B merchants, we digitize the entire exception management workflow from risk identification to closed-loop resolution. This upgrade greatly enhances merchant experience and internal operational efficiency, lifting monthly merchant logistics on-time delivery by 0.6 pp quarter-on-quarter and scheduled pickup performance by 2.0% quarter-on-quarter.

Smart Service System - Fully Intelligent

- We fully roll out AI-powered self-service functions across all core online touchpoints, integrated with user intent prediction algorithms. Annual self-service interactions surpassed 10 million, with the overall traffic diversion rate rising by 10 pp, delivering substantial service efficiency.
- We rebuild our logistics customer service chatbot using our in-house developed Joy Agent, JoyClaw, and JoyAI LLM, covering over 100 business scenarios and enabling it to resolve users' problems through multi-round, complex, and dynamic interactions.
- Our in-house developed knowledge-to-agent intelligent agent assistant proactively provides solutions to agents, replacing manual typing with one-click suggestion adoption, thereby boosting service efficiency by 20%.
- We also integrate smart quality assurance and targeted training mechanisms. Automated intelligent auditing now covers 100% service compliance checks with accuracy above 90%. The system autonomously identifies service gaps and recommends customized training, helping the team upgrade professional competencies in a targeted and cost-effective manner.

Service Expansion - Global Layout

- Leveraging centralized headquarters governance, we deliver unified, standardized operational support for cross-continental businesses, covering multi-region, multi-product, multi-language and diversified customer groups.
- We launch our inaugural overseas customer service center in Saudi Arabia to deepen local service capabilities. Meanwhile, we scale multilingual support across key languages including English, Japanese, Korean, Arabic and Cantonese, accelerating service access for global business partners.

Service Channels - Smooth and Around the Clock

- We upgrade service capabilities via first-contact resolution for customer inquiries. We refine closed-loop callback protocols and deploy real-time dispatching tools to clear pending logistics and shorten customer waiting hours. We roll out an intelligent assessment tool Problems Solved by Me as a smart assistant to help each customer service representative identify areas for improvement and enhance their skills.
- We integrate a 24/7 hotline with client-side self-service tools to ensure uninterrupted service coverage. Multiple service touchpoints—including hotlines, online platforms, the merchant workbench, Jingmai Platform, the JD.com App, WeChat work, mini-programs, and the WeChat subscription—form a coordinated service ecosystem, delivering a flexible, efficient, and consistent customer experience.
- We build a robust knowledge management and operation system guided by four core principles: comprehensiveness, timeliness, accuracy and usability, with full coverage of complex scenarios and high-frequency FAQs. The system cuts average knowledge lookup time by 20 seconds, empowering employees to resolve customer requests quickly.

Customer Service Measures of JINGDONG Logistics

Customer Service Capacity Building

JINGDONG Logistics regards the capability development of its customer service team as a critical foundation for improving service quality and customer trust, with "capability to resolve, capability to convert, promote retention, and drive growth" as the core objectives. The Company continuously advances training system optimization and strengthens team professionalism and responsiveness. In 2025, the Company established its first overseas local customer service center in the Middle East region, providing Arabic-language services with 98% of the customer service team comprising local employees.

Optimization of new employees raining mechanism

We systematically reshaped the new employee training system, designing it in layers according to business needs and unifying best practices of positions. In 2025, our efforts increased the retention rate of new employees by 8.6% month-on-month.

Logistics customer service course resource library

We developed 63 standardized premium courses for front-line positions, including large-item appointment roles, resulting in a 5% month-on-month improvement in key post-training metrics.

Customer service learning platform

Through our integrated platform for learning, practice, and assessment, we leverage intelligent practice capabilities to significantly enhance the efficiency and quality of employee training. This has driven a notable increase in training engagement duration and a 12% month-over-month improvement in the quality inspection pass rate for new businesses. Over the year, we delivered more than 1,000 employee training sessions, with participation exceeding 10,000 employees.

On-the-Job practical training

We conducted two real-world training exercises during off-peak periods, focusing on enhancing customer service staff's problem-solving and risk-control capabilities in time-sensitive scenarios. Following training, our first-contact resolution rate increased by 43.1%, average service time decreased by 43 hours, and the volume of external dispatch for every 10,000 orders decreased by 7.4% month-on-month.

Function and manager training

We provided specialized training on project management and data analysis for functional roles. Through a four-stage systematic training camp, we developed team leaders with a 99.7% pass rate, reinforcing our grassroots management pipeline.

JINGDONG Logistics continues to embody its "customer's problem solved by me" service philosophy, elevating employee professional capabilities through a series of initiatives and continuously driving the team toward "super customer service" standards. In 2025, the Company held a national skills competition through a combined "skills competition and specialist training" model to identify business line champions and gold-medal customer service representatives, and conducted practical training focused on high-frequency promotional scenarios during stable business periods, strengthening the team's ability to respond and resolve issues in complex situations, and building a solid talent foundation for sustained service quality and customer satisfaction.

JINGDONG Logistics also places strong emphasis on the development and career growth of its customer service team, building customer service advancement pathways through a "Four Capabilities"¹⁴ professional standard, supported by a points management system for talent evaluation and development. The Company has established an annual customer service honor system with tiered incentives across different business units, introducing specialized awards including "Collective Win Partnership," "The Buck Stops Here," "Claims Settlement and Loss Recovery," "Outbound Investment," and "Technical Talent," providing targeted support for business performance improvement.

¹⁴ The "Four Capabilities" refer to being competent in business, skilled in communication, capable of judgment, and effective in implementation.

JINGDONG Logistics Female Customer Service Team Wins March 8th Red Flag Collective Title

Case

On February 28, 2025, JD Customer Service Datong Branch Center received the title of "2024 National March 8th Red Flag Collective", becoming the only team in the industry to receive this honor that year. With female employees comprising 70% of the team, the center served more than 19.07 million customer orders throughout the year. With a manual call connection rate exceeding 95% and an efficient emergency response mechanism, the team has repeatedly protected customer safety at critical moments. At the same time, by applying AI and LLM technology, the team has advanced the upgrade of intelligent customer service and self-service capabilities, continuously providing warm and professional services to customers while improving operational efficiency.



JD Customer Service Datong Sub-center Team



2025 Top Ten Call Center Excellence Customer Experience Awards

Customer Complaint Handling

In 2025, JINGDONG Logistics continued to refine its customer complaint handling mechanism, formulating institutional documents including the *TPCC Incident Escalation Mechanism* and the *Team Leader Intervention Outbound Call Mechanism*, dedicated to ensuring efficient coordination between customer service and operations and establishing a rapid response system for customer complaints and feedback. In 2025, the Company received 132,552 customer complaints, achieving a complaint response rate of 100%, a complaint resolution rate of 99.8%, and a complaint handling satisfaction rate of 93.61%.

To listen to and respond to customer feedback and suggestions in a timely manner, the Company has expanded its diversified feedback channels and optimized its response mechanisms, offering multiple complaint channels including online customer service, customer service hotline, mini-program, official website. The Company also added enterprise WeChat as a new channel during the year. Online customer service and telephone customer service serve as the primary assisted service channels, handling logistics inquiries, complaint resolution, and order consultations. Self-service channels support users in logistics tracking, order management, and address modifications through the JINGDONG Logistics app and official website.

In 2025

- A complaint handling satisfaction rate of

93.61%

Improve responsiveness

On the basis of the "122" mechanism, we require a phased solution within one hour for emergency customer complaints, while matching ordinary complaints to differentiated response timelines according to specific scenarios, ensuring that urgent issues receive priority and rapid resolution.

Additional complaint channels

We added an intelligent voice complaint system and SMS complaint service, integrating them with our existing online customer service, telephone, email, social media, and physical complaint channels to create a more diversified and convenient feedback network.

Smart tool application

Establish WeCom bot to deliver 24/7, second-level responses to customer inquiries within group chats.

Channel and menu optimization

We enhanced merchant-exclusive online channel management and proactive order follow-up, adding node prompts across collection and delivery processes. As a result, our first-appointment fulfillment rate reached 88.5%, a significant improvement compared with the period before system implementation.

Customer Complaint Improvement Measures in 2025

First-Level Handling

The problem shall be handled within 1 working hour by the first-level express delivery operation process team and the line operation process team. If it cannot be effectively resolved, it will be automatically escalated to the second level.

Second-Level Handling

At the second level, the problem shall also be handled within 2 working hours by the person in charge of the operation process team and the person in charge of the line operation process team. If it remains unresolved, it will be further escalated to the third level.

Third-Level Handling

At the third level, the problem shall be synchronized to the business person in charge for handling within 2 working hours by the terminal person in charge and the provincial/regional person in charge, to ensure the problem is effectively resolved, and finally synchronized to the customer relationship person in charge.

"122 Mechanism"

Customer Satisfaction

JINGDONG Logistics continues to optimize its customer experience insight system, expanding the scope and depth of its insights and converting findings into concrete optimization actions to achieve closed-loop service improvement. In 2025, the Company conducted extensive satisfaction surveys for both B2B and B2C customers, covering all 31 provinces and autonomous regions, successfully collecting more than 180,000 samples throughout the year, representing a significant increase of nearly 35% compared to 2024. Through large-scale, high-coverage research, the Company has deeply identified service strengths and gaps, and developed targeted improvement plans. As of the end of the Reporting Period, the overall B2B satisfaction score was 80.6 and the overall B2C NPS score was 75.2.

Customer satisfaction targets and achievement:

- We set a target of

89.5%

for 2025

- Achieving a full-year result of

91.7%

- A year-on-year improvement of

3.6 percentage points

Solution for Customer Satisfaction Survey Results

Merchant support

- We opened up controllability in the logistics process, enabling merchants to make real-time requests for orders in transit and providing one-click access to the delivery terminal, significantly improving abnormal-response efficiency and collaboration.
- We provide merchants with multi-dimensional visual dashboards covering in-transit order volumes, reverse logistics, and fulfillment timeliness, helping them monitor operational dynamics more intuitively and comprehensively, and enabling data-driven, precise decision-making.

Customer service upgrades

- We optimized the real-time positioning system for last-mile delivery, enhancing the location accuracy and trajectory transparency of couriers during collection and delivery, allowing customers to track their packages more clearly and in real time.
- We launched the "Contact Courier" function on service platforms such as the JINGDONG Logistics APP and WeChat mini-program, establishing a direct and efficient online communication channel between customers and couriers, further improving service response speed and user interaction experience.



Promoting Social Welfare

By developing intelligent supply chain centers and industrial zones in various production areas, JINGDONG Logistics contributes to the sustainable development of regional economies, deepens its public welfare engagement through diversified initiatives, continuously improves emergency support responsiveness, and enhances the precision and efficiency of people's livelihood supply, comprehensively empowering improvements in people's well-being.

Emergency Support

JINGDONG Logistics has consistently operated with a "responsible supply chain" as its core orientation. When sudden disasters such as earthquakes and floods occur across China, the Company empowers nearby warehouse managers with the authority to respond autonomously, allocating and donating urgently needed materials to disaster areas without requiring multi-level approval. The Company also immediately establishes a dedicated emergency support team, opens dedicated express green channels for disaster relief materials, and ensures priority distribution to respond to urgent needs in the fastest possible timeframe, providing full support for post-disaster rescue and resettlement.

To continuously improve the efficiency of disaster response and emergency support, JINGDONG Logistics has continuously refined its integrated supply chain logistics service framework of "daily services during regular time, emergency response during disasters", building a flexible, efficient, and wide-reaching emergency logistics network that enables information sharing, coordinated resource allocation, and centralized, efficient deployment in emergency scenarios. The Company leverages foundational capabilities including resource coordination and dispatch, risk anomaly early warning, operations monitoring visualization, and a long-distance three-tier coordination and dispatch system, combined with flexible shipment combination strategies and local warehouse short-chain distribution modes, to effectively integrate road, rail, and aviation transportation resources and achieve intelligent dynamic dispatch and efficient deployment of emergency and livelihood supplies.

Rapid Response to Flood Disaster — A Responsible Supply Chain Protecting People's Livelihoods

Case

In June 2025, a series of extreme rainstorms struck southeastern Guizhou, with Rongjiang County suffering its worst flood in 30 years and flood control emergency response escalated to Level 1.

JINGDONG Logistics leveraged its supply chain strengths, immediately dispatching a dedicated vehicle from Guiyang's Asia No. 1 Park on the day of the disaster. After more than five hours of transportation, emergency supplies were successfully delivered to Rongjiang County that evening. In the following days, the second and third batches of emergency supplies arrived successively, holding "protection umbrella" for the emergency life of affected people.

In addition to daily necessities donation, local JINGDONG Logistics couriers in Rongjiang also participated in the post-disaster rebuilding activities, including assisting communities in distributing daily necessities, helping residents move furniture soaked in water, washing muddy roads covered by hard shells with water cannons, and cleaning clogged sewers with bare hands.



Guizhou Rongjiang Emergency Materials

Responding to Typhoon Threats to Protect Fruit Farmers' Harvest

Case

In June 2025, as Typhoon Wutip threatened Hainan's main lychee-producing areas, JINGDONG Logistics quickly activated its emergency response mechanism, urgently establishing temporary collection points, deploying couriers and tents for on-site support, and partnering with suppliers to bring in additional freezers for ice pack storage, ensuring lychee freshness throughout the process.

While strengthening collection operations, JINGDONG Logistics deployed more than 100 transport vehicles into lychee-producing areas, arranged cargo aircraft and nearly 300 tonnes of bulk air cargo capacity per day, ensuring lychees left the island quickly and minimizing the impact of the typhoon on fruit farmers' sales.



JINGDONG Logistics All-Cargo Aircraft Helps Lychee Transportation

Frontline Employees Participate in Flood Relief Following Extreme Rainfall



Case

In July 2025, severe flooding struck Miyun, Huairou, and other areas of Beijing following heavy rainfall. On the premise of ensuring the safety of frontline employees including couriers and Full-time delivery riders, JINGDONG Logistics established a heavy rain weather emergency support team, formulated flood prevention emergency plans, deployed flood control equipment, conducted safety training, dynamically monitored rainfall and disaster conditions, and flexibly adjusted delivery assignments.

In affected areas, JINGDONG Logistics frontline employees, guided by professionalism and a strong sense of responsibility, delivered daily necessities and express parcels to consumers in a timely manner, safeguarding "last-mile" supply for urban and rural residents.



Frontline Employees Volunteered to Participate in Cleanup Operations



Frontline Employees Delivered Goods While also Ensuring Safety

Emergency Response to Flooding in Yuzhong, Gansu, Ensuring Delivery of Relief Supplies



Case

In August 2025, Yuzhong County in Lanzhou, Gansu Province was struck by severe rainfall, triggering sudden flash floods that caused serious casualties and property losses, blocked multiple roads, and prompted a rapid escalation of flood control emergency response to Level 1.

Under the deployment of JD.com, we immediately activated emergency rescue plans, established a special emergency response group, and donated a batch of urgently needed daily necessities. JINGDONG Logistics leveraged its integrated supply chain and logistics capabilities to actively assist other enterprises and charitable organizations in transporting disaster relief materials. Through its efficient logistics network and professional transportation team, the Company ensured all categories of supplies were rapidly delivered to affected areas, providing strong material transportation support for rescue and disaster relief operations.



JINGDONG Logistics Delivering Relief Materials with Dedicated Personnel and Vehicles

Emergency Response to Hong Kong Fire, Delivering Supplies to Shelters in Time



Case

In November 2025, a No. 5 Alarm Fire broke out at Wang Fuk Court in Tai Po, New Territories, Hong Kong, drawing widespread public concern. Under JD.com's overall deployment, JINGDONG Logistics immediately activated its emergency plan, established a dedicated emergency support team, and leveraging its extensive warehousing network and integrated supply chain in the Greater Bay Area, urgently dispatched instant noodles, drinking water, beverages, and other essential supplies from Hong Kong distribution stations and Hong Kong Warehouse No.1. Dedicated personnel and vehicles transported the supplies to multiple temporary shelter locations, with Hong Kong local frontline employees delivering them precisely to affected residents.



JINGDONG Logistics Relief Materials

Serving People's Livelihood

JINGDONG Logistics has fully leveraged its supply chain capabilities and technological strengths, deeply expanding its service scope into all key areas of people's livelihood protection, including community convenience services, logistics support in remote areas, and logistics for major events. The Company accurately addresses society's diverse needs and helps ensure the stable operation of the people's livelihood supply system. At the community service level, JINGDONG Logistics relies on the JD Service platform, closely focusing on manufacturer brands, public market clients, and family and personal service scenarios, and brings one-stop convenience services deep into communities. These include services such as home appliance installation, home furniture installation, EV charging station services, home maintenance, 3C product services, home appliance and household cleaning, and laundry, meeting the diverse daily needs of residents. By establishing deep partnerships with more than 1,000 well-known brands and building full-scenario service capabilities, JINGDONG Logistics continues to improve community service quality, bringing the philosophy of "good service adding value to life" into residents' everyday lives, making high-quality services accessible to all, and contributing to the building of harmonious and vibrant communities.

Expanding Services to Benefit Livelihoods and Support the "National 15-Minute Radius Livelihood Service Circles" Case

In October 2025, one-stop service platform of JD Service was invited to participate in the launch ceremony of the third "National Quarter-Hour Convenient Life Service Month", hosted by the Ministry of Commerce of China, in recognition of its outstanding practice in the convenience service sector.

At the ceremony, JD Service comprehensively showcased its full-chain service capabilities in home appliance and furniture installation, maintenance, cleaning, and 3C product repair, precisely meeting residents' high-frequency daily service needs. On-site convenience services including mobile phone cleaning and shoe care were also provided, giving citizens a direct experience of the value of professional services. The Company's exploration and practice in community service network development earned recognition and affirmation from leaders and industry representatives at all levels.

JINGDONG Logistics has also actively responded to China's call to advance the "15-Minute Radius Livelihood Service Circles", continuing to promote urban convenience community development. During this service month, JD Service established a cooperation with third-party platforms to provide clothing and shoe cleaning, home appliance cleaning, and other convenience services for more than 400 residential communities and over 300,000 homeowners and residents in Taiyuan, effectively meeting the needs of community residents, particularly older residents.



Launch Ceremony of the 3rd "National Quarter-hour Convenient Life Service Month"

JINGDONG Logistics's 77 Training Bases Forge Over 100,000 "Delivery and Installation Iron Army" Case

JINGDONG Logistics has been constantly investing in building an engineering team for years for the delivery and installation of household appliances and furnishings, to build an industry-leading, steady, and highly efficient delivery and installation service. By the end of 2025, JINGDONG Logistics has set up 77 offline training bases across China and carried out over 1,200 training sessions, covering over 100,000 people. Training covers all-category sample machines of household appliances and furnishings, such as air conditioners, washing machines, televisions, water purifiers, etc., as well as standardized operating tools. We have constructed a closed-loop teaching system that integrates "theoretical trainings + practical exercises + examination and assessment". With engineers accepting diverse training on service standards, professional skills, and scenario response methods at the training base, and passing professional assessment, we effectively ensure the consistency of service quality and delivery.



Furniture Installation Skills Competition

Service Integration and Community Co-Construction, Building a One-Stop Convenience Service Ecosystem

Case

In May 2025, the convenience service center jointly developed by JINGDONG Logistics and a certain service group was officially opened. With "convenience, efficiency, and integration" at its core, the center enhances terminal express delivery service capabilities by integrating express collection and delivery, diversifying life service offerings, and connecting with the property management system, delivering a one-stop life service solution for residents across more than 10 surrounding communities.

The convenience service center has optimized the "on-demand delivery" model on top of its existing "door-to-door collection and delivery" service, pre-registering courier information in the property access control system to enable safe and efficient community doorstep collection and delivery. The center also offers a 24-hour open intelligent self-pickup zone, precisely meeting residents' after-hours pickup needs and meaningfully improving residents' daily convenience and quality of life.

The center has also incorporated JD Service ecosystem resources, partnering with the property management team to introduce value-added services such as laundry and vehicle cleaning, alongside leisure facilities including a parent-child activity area and table tennis zone, activating idle community spaces under the concept of "service as social connection" and continuously improving convenience service responsiveness.



Opening Ceremony of Convenience Service Center

JD Service Collaborates to Empower Community Public Safety

Case

To improve the business environment for neighborhood merchants and enhance residential safety, under the coordination of Qingsong Community and Yanzhi Road Community in Wuhan, JINGDONG Logistics's JD Service platform partnered with third-party organizations to launch a merchant equipment safety management initiative, providing free inspection and maintenance services for air conditioning, gas, and kitchen exhaust equipment for catering merchants on Wansongyuan and Liangdao Street food streets.

As the technical support provider, JD Service dispatched professional engineers equipped with specialist tools to provide free inspection and repair services for high-risk catering merchants, completing targeted maintenance including equipment cleaning and pipeline replacement, and developing customized maintenance plans based on each merchant's business characteristics, effectively reducing operational safety risks.



Escort Products Covered Large-scale Equipment Renewal and Consumer Goods Trade-in Program for Villagers, Offering Targeted Service for People's Livelihoods

Case

JINGDONG Logistics focuses on the implementation of large-scale equipment renewal and consumer goods trade-in program policy requirements, and has built a comprehensive system for goods covered by this program, which is underpinned by technological innovation and service upgrades. The Company has launched "10+3+N" customized and specialized services, offering N free-combination service configurations that can be precisely tailored to the individual requirements of each platform and each province or city.

Leveraging AI technology, the Company achieves immediate response upon receipt of orders related to large-scale equipment renewal and consumer goods trade-in program for villagers, ensuring efficient fulfillment delivery. Building on the on-site service capabilities of more than 650,000 frontline personnel and an integrated solution of "Delivery, Installation, Disassembly, and Recycling", JINGDONG Logistics helps large-item goods under this program, such as home appliances achieve seamless one-stop delivery, with full-chain management of inventory, orders, and delivery.

For the special requirements of the verification and validation related to large-scale equipment renewal and consumer goods trade-in program for villagers, JINGDONG Logistics integrates its Super Brain AI LLM into its door-to-door delivery, signature, and photo-documentation processes, applying AI image recognition and scene detection technologies to implement refined management of electronic product barcodes, monitor the full logistics status in real time, and achieve precise product tracking and traceability.



Delivery of Goods Covered by Large-scale Equipment Renewal and Consumer Goods Trade-in Program

Launching the Industry's First "Perfect Score Delivery and Installation" Standard, Ushering in the Era of Full Lifecycle Assurance for 100-inch TVs

Case

To address supply chain pain points arising from the explosive growth of the 100-inch TVs market, JINGDONG Logistics has launched the industry's first "Perfect Score Delivery and Installation" service standard for 100-inch TVs. Built on the core principles of "100% safety, 100% experience, and 100% assurance", and delivered through an integrated supply chain service model, the standard systematically addresses the three persistent industry pain points of high delivery damage rates, uncontrolled timeliness, and after-sales gaps, reshaping the delivery experience standard for large-screen televisions.

In view of the large dimensions and fragile panels of 100-inch TVs, JINGDONG Logistics has optimized standardized operating procedures across sorting, installation, and monitoring, implemented a two-person collaborative work mechanism, and provides pre-delivery on-site surveys to eliminate the problem of "delivered but uninstallable" from the source. By leveraging its national logistics infrastructure to achieve the industry's lowest damage rate, the Company commits that all delivery and installation damage will be fully borne by the enterprise with rapid claims settlement, effectively protecting the interests of consumers and partner merchants.

In terms of timeliness and experience, JINGDONG Logistics leverages its extensive large-item warehouse network and precise sales forecasting to achieve same-day delivery and installation in core cities across the country, implements a standardized "delivery and installation integrated" service, and extends value-added services including old-item recycling and equipment commissioning to comprehensively elevate the consumer delivery experience. In terms of after-sales support, JINGDONG Logistics pioneered an industry-leading 180-day extended after-sales guarantee, clearly defining the boundary between installation services and product quality warranties, equipping dedicated after-sales channels, and achieving full service traceability and accountability.



100-inch TVs Installation

JINGDONG Logistics has built a convenient delivery service system tailored to tourism scenarios through an integrated "logistics and cultural tourism" innovation model, precisely meeting the delivery needs of tourists, empowering the sustainable development of the cultural tourism industry through logistics service resilience, effectively enhancing tourists' travel experiences, and helping upgrade the consumption quality of cultural tourism.

"Logistics and Cultural Tourism" Innovation, Empowering the Holiday Economy and Enhancing Tourist Experiences

Case

During the National Day and Mid-Autumn Festival holidays in 2025, cultural tourism market activity surged, with growing demand for tourist travel alongside souvenir and specialty product delivery. Responding to tourist pain points including "heavy baggage" and "inconvenient shopping", JINGDONG Logistics launched the "logistics and cultural tourism" model across multiple locations across China.

In Guangzhou, JINGDONG Logistics opened an experience space at the Millennium Ancient Road site on Beijing Road, providing professional delivery services and exclusive discounts under the "logistics and cultural tourism" concept, enabling "buy and send, travel hands-free," while integrating distinctive cultural elements and interactive activities within the venue to enrich the tourist experience. In Wuxi, Hangzhou, and other cities, JINGDONG Logistics launched a "direct baggage delivery" service, partnering with cultural and tourism departments and public transportation hubs to enable tourists to "travel light" throughout their entire journey. In ancient towns and rural areas including Henan League Ancient Town and Wujiangzhai in Guizhou, JINGDONG Logistics has established on-site collection services, making it more convenient for tourists to send specialty products home and helping regional specialties reach customers across the country.

The "logistics and cultural tourism" innovation has not only precisely addressed the practical challenges tourists face during travel and elevated the tourism experience, but has also empowered cultural tourism destinations commercially, achieving a win-win of "tourist experience enhancement" and "holiday economic growth".



JINGDONG Logistics Experience Space



Helping Distinctive Products Go Nationwide

In the events sector, JINGDONG Logistics has deeply leveraged its comprehensive logistics service capabilities to provide full-process logistics support for a wide range of sports events, contributing to the high-quality development of national fitness. By building a digital management platform and a full-chain real-time monitoring system, the Company strictly meets the safety management and timeliness requirements at every stage of materials transportation, warehousing, and distribution, and continuously creates an efficient and reliable collaborative experience for its partners.

Serving the Chengdu World Games with Technology and Responsibility

Case

In August 2025, the 12th World Games opened in Chengdu. JINGDONG Logistics exclusively undertook the warehousing and distribution project for World Games apparel, leveraging its extensive experience in large-scale events logistics to provide end-to-end solutions for event clothing.

To address the pain points of competition clothing distribution, JINGDONG Logistics deployed an intelligent size collection system and data platform, enabling end users to self-register their sizes and exchange requirements, with the back-end responding in real time to adjust production plans. The organizing committee monitored clothing data in real time through the data center platform, achieving full supply chain visibility and two-year business data traceability.

To meet the event's emergency logistics needs, the Company deployed a multi-phase warehousing solution at Chengdu Asia No. 1 Intelligent Logistics Park, building an integrated operations support system combining intensive storage and flexible production to meet the high-standard management requirements of event materials. During the peak pre-event period, the Company activated an oversized high-standard warehouse with a regular production capacity exceeding 200,000 items per cycle, supporting quality inspection and reverse processing. An independent reserved warehouse was retained during the post-event period to flexibly manage surplus materials and temporary orders. Throughout its service to the Chengdu World Games, JINGDONG Logistics ensured precise materials delivery through dedicated vehicles and a private logistics network, and used eco-friendly packaging materials in alignment with the World Games' "green and simple" hosting principles.



Safeguarding Chengdu World Games

Customized Logistics for the 3rd National Skills Competition

Case

In September 2025, the 3rd National Skills Competition concluded successfully in Zhengzhou. JINGDONG Logistics, as the designated logistics service provider, delivered comprehensive support throughout the event. The competition covered 106 categories, with high-end fields such as intelligent manufacturing and digital technology accounting for more than 50% of events. Equipment types were diverse, large in volume, high in precision, and predominantly transported from different cities, with some individual pieces weighing over 200 kg, placing extremely high demands on packaging stability and timeliness.

JINGDONG Logistics developed customized packaging solutions for high-value and technically demanding equipment, deployed dedicated vehicles for point-to-point transportation, and implemented full-process temperature control and shock-proof tracking, achieving closed-loop management of equipment from transportation and use through to return shipment. To ensure efficient service delivery, JINGDONG deployed dozens of trucks and nearly 100 personnel, providing round-the-clock logistics support through intelligent event-site dispatch to ensure the safety of all goods.



Providing Service Guarantee for Vocational Skills Competition

Technology Empowers the SCO Kunming International Marathon

Case

In November 2025, the SCO Kunming International Marathon opened on the shores of Dianchi Lake. JINGDONG Logistics, as the sole logistics support service provider, delivered full-chain services leveraging its integrated supply chain capabilities and leading technology advantages.

To handle more than 1,100 tonnes of event materials in total, JINGDONG Logistics opened a dedicated 2,000-square-meter warehouse area and used the Super Brain LLM 2.0 and Langzutech automation solutions to build a "command plus execution" closed-loop system, achieving efficient materials circulation.

In operations, the Company selected experienced personnel and implemented a dual-verification mechanism combining "double-checking" and "barcode scanning verification", improving operational efficiency by 50% and achieving a 100% accuracy rate in materials assembly. For transportation and distribution, the Company deployed more than 200 new energy vehicles and leveraged a real-time positioning system to maintain full-process material trajectory visibility, ensuring supplies at 28 aid points were in place on schedule, with athletes' clothing precisely managed and stored on-site by number range, guaranteeing accurate and efficient event logistics.



Ensuring the Logistics at the SCO Kunming International Marathon

Public Welfare and Charity

JINGDONG Logistics actively engages in public welfare work across multiple areas including education, environmental protection, and poverty alleviation, conveying the warmth of public purpose through concrete action and contributing to the building of a harmonious society. During the Reporting Period, JINGDONG Logistics made external donations totaling RMB 1.9 million and volunteers contributed a total of 24,731 hours.

Public Welfare Empowers the Community, Conveying Positive Values



In 2025, JINGDONG Logistics deeply integrated public welfare content aligned with community life, including responsible pet ownership, waste sorting, and anti-high-altitude littering campaigns, with its materials distribution activities, achieving a precise connection between public welfare value and channel needs. The Company has rolled out public welfare materials across more than 30 residential developments, helping property management teams strengthen community public welfare communications, improve community governance effectiveness, and convey positive social values.



Charitable Delivery of Materials

Green Stream Initiative Book Donations Empower Rural Education



The *JINGDONG Logistics Off-Balance-Sheet Self-Operated Goods (Books) Public Welfare Donation Management Standard 1.0* which is part of JINGDONG Logistics Green Stream Initiative, defines quality standards for the scrap portion of off-balance-sheet self-operated goods (books), clarifying that undamaged, undeformed, and unsoiled items may be donated for public welfare purposes after disinfection.

Building on this standard, the Green Stream Initiative has adopted an innovative "targeted donation plus national co-construction" model, successfully establishing book corners at multiple locations and effectively promoting the sustainable circulation of books. As of the end of 2025, the Green Stream Initiative donated a cumulative total of 73,833 books, benefiting 16 primary schools in remote areas across Hunan, Xinjiang, Guizhou, and Sichuan, and co-establishing 16 Green Stream Initiative Book Corners with the China Charity Federation, effectively alleviating the shortage of school book resources and creating a platform for rural students to access knowledge and broaden their horizons.



Green Stream Initiative Book Corner

Logistics Empowers Public Welfare, Nurturing Growth with Care



JINGDONG Logistics focuses on the educational needs of children in remote areas, carries out systematic educational support programs, and leverages its supply chain and logistics service capabilities to complete the "last-mile" of public welfare materials delivery.

In June 2025, responding to material shortages affecting 258 students at Chenjiawan Village Primary School in Linxia, Gansu Province, JINGDONG Logistics partnered with the Gansu Express Delivery Association to donate summer school uniforms, learning materials, and cultural and sports supplies, precisely addressing the local shortage of school resources and providing children with care and motivation to grow. At the same time, JINGDONG Logistics, partnering with JD Fashion, the Aixiaoya Fund of the China Social Welfare Foundation, and other organizations, provided public welfare transportation services for 2,308 students across 4 schools in Wanzhou District, Chongqing, ensuring the efficient delivery of assistance materials.



Providing Public Welfare Transportation Services



03

Governance

Consolidating Responsible Governance

JINGDONG Logistics adheres to a pragmatic approach, building a governance structure with clear rights and responsibilities, improving governance and risk management standards, upholding the foundations of business ethics, strengthening information security management, and continuously improving the quality and resilience of operations. While advancing our own high-quality development, we also actively partner with our value chain partners to systematically build a responsible and traceable supply chain management system, jointly committed to the sustainable development of the industrial ecosystem and long-term value creation.

JDL 京东物流

7

Sustainable Development Goals, SDGs



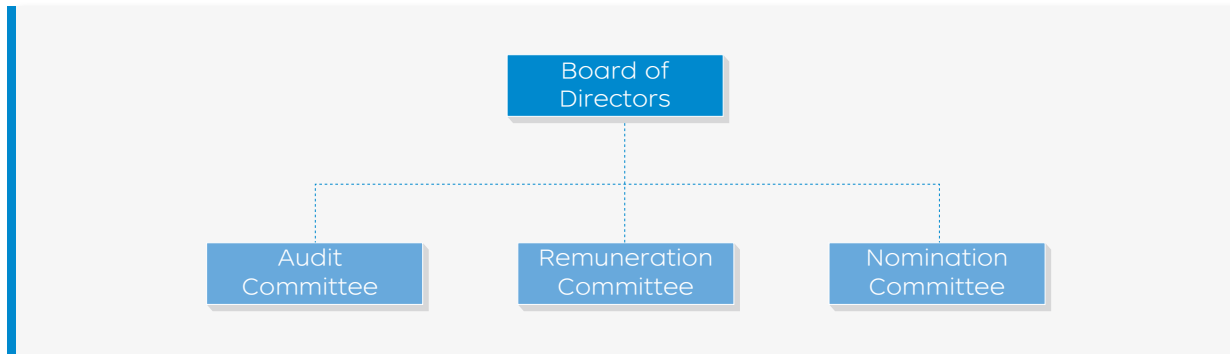
Strengthening Corporate Governance

A scientific and efficient governance structure is the cornerstone of an enterprise's steady development. JINGDONG Logistics has consistently maintained high standards of corporate governance, strengthened the Board of Directors' diversity, independence, and effectiveness, and continuously improved its risk management system to achieve stable, orderly, and high-quality corporate development.

Board Governance

JINGDONG Logistics strictly complies with the *Company Law of the People's Republic of China* and other applicable laws and regulations, fully implements the regulatory requirements of SEHK, and continuously advances the optimization and upgrading of its governance framework, establishing a governance structure with clear responsibilities and efficient operation to ensure the stable operation of the enterprise. As the governance core of JINGDONG Logistics, the Board of Directors comprehensively guides the Company's strategic direction and major business decisions, and oversees their implementation. The Audit Committee, the Remuneration Committee, and the Nomination Committee under the Board are responsible for reviewing the effectiveness of internal controls and risk management, approving senior management compensation packages, and selecting and appointing directors, respectively, providing comprehensive oversight of all corporate affairs to jointly safeguard corporate governance standards and sustainable development.

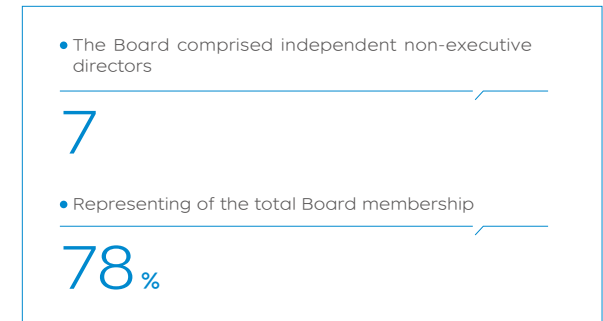
Board Structure of JINGDONG Logistics



JINGDONG Logistics places strong emphasis on director development. To strengthen the Board's accountability for sustainable development, the Company has linked director compensation to ESG performance and risk management matters, ensuring the governance mechanism aligns with long-term value creation goals. The Company also provides directors with internal briefing sessions and relevant reading materials including ESG content, and encourages all directors to participate in relevant training courses and professional development activities to continuously build new knowledge and skills.

Board Inpendency

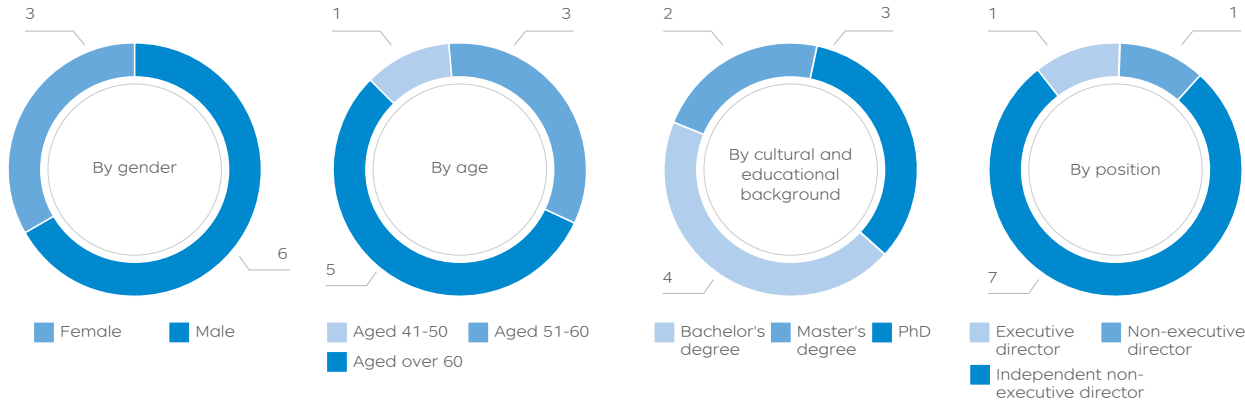
JINGDONG Logistics has regulated the independent operation of the Board through clear institutional documents. As at the end of 2025, the Board comprised 7 independent non-executive directors, representing 78% of the total Board membership. To ensure objectivity in Board, committees, and individual director decision-making, the Company expressly delegates power to directors to independently seek external professional advice at the Company's expense.



Board Diversity

JINGDONG Logistics has formulated and implemented a *Board Diversity Policy*, clearly regarding the diversity of Board composition as an important foundation for promoting sustainable growth and maintaining competitive advantage. The Nomination Committee conducts a systematic annual assessment of the Board's structure, size, and composition, and submits optimization recommendations to the Board to ensure it maintains a balanced and diverse range of perspectives and capabilities. During the director selection process, the Company takes into account multiple dimensions including gender, age, cultural and educational background, professional qualifications, and industry experience, with the goal of building a Board with rich backgrounds and complementary capabilities. By the end of the Reporting Period, Board members' professional backgrounds span business administration, finance and other fields, including 3 female directors, representing 33% of the total Board membership.

Diversity of Board Members of JINGDONG Logistics



Professional background of board members of JINGDONG Logistics

Directors	Educational Background					
	Business Administration	Finance	Economics	Accounting	Law	HR
Zhenhui Wang	✓					
Richard Qiangdong Liu	✓					
Nora Gu Yi Wu				✓		
Christina Gaw	✓	✓				
Laura J. Peterson	✓	✓	✓	✓		
Xiande Zhao	✓	✓	✓	✓		✓
Yang Zhang	✓	✓	✓	✓		
Lin Ye					✓	
Yi Hoi Tang	✓				✓	

Board Effectiveness

JINGDONG Logistics regularly holds board meetings to ensure fair and transparent corporate governance. During the year, the Board held 7 meetings with an overall attendance rate approximately 96%, conducting in-depth deliberations and decisions on core issues including the election and appointment of directors, ESG strategy and risk management, and senior executive compensation and equity incentive plans. The frequency and procedures of meetings comply with statutory requirements. In addition, the Company solicits feedback from Board members annually through assessment questionnaires to continuously optimize governance effectiveness.

In 2025

- The Board held meetings

7

- An overall attendance rate approximately

96%



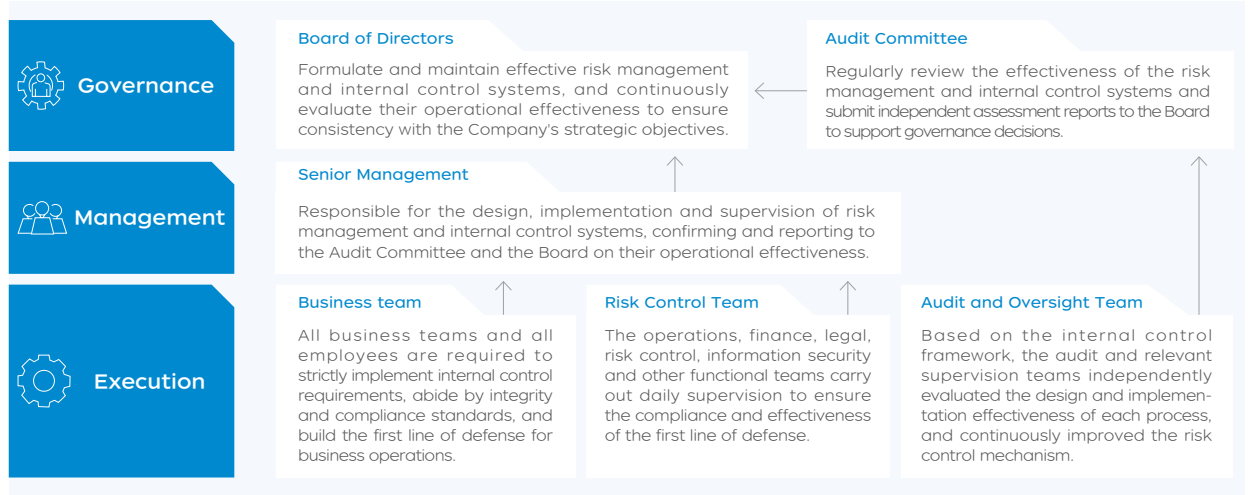
Risk Management

Sound risk management is a fundamental safeguard for sustainable enterprise development. JINGDONG Logistics has continued to strengthen its full-process risk prevention and control framework, and effectively manages risks across all business areas by establishing a systematic risk identification, assessment, monitoring, and response mechanism, ensuring the stability and resilience of the Company's operations.

Risk Governance System

The Company has established a three-tier risk management structure with clear responsibilities. The governance tier, comprising the Board and its Audit Committee, performs comprehensive oversight responsibilities and regularly reviews the overall risk management status of the Company. At the management tier, the senior management team is responsible for framework development and overall implementation, and regularly evaluates and reports to the Board. At the execution tier, each business unit, risk control team, and internal audit department jointly implement specific control measures, conduct risk reviews and rectifications twice a year, and form a closed-loop risk prevention and control mechanism spanning decision-making, management, and execution.

Risk Management and Internal Control Structure



Risk Identification and Response

JINGDONG Logistics has continued to refine its end-to-end risk management mechanism covering risk identification, assessment, response, monitoring, and reporting, ensuring standardized management operations and practical effectiveness. The Company has systematically incorporated ESG-related risks into its overall risk management framework, and has continuously improved its risk resilience and response capabilities in ESG areas through the implementation of dedicated control measures.

Risk Management Process



Risk Audit

JINGDONG Logistics's internal audit team regularly conducts systematic assessments of the effectiveness of the Company's risk management and internal control systems, forming professional judgments on their implementation. Assessment conclusions and any significant internal control deficiencies identified are reported promptly to the Audit Committee and senior management. The Audit Committee conducts an independent review of system effectiveness on behalf of the Board each year, ensuring continuous alignment with the Group's strategic objectives and compliance requirements, and providing a critical basis for the Board's supervisory responsibilities.

Development of Risk Culture

JINGDONG Logistics has integrated risk culture development into its corporate daily management system, adopting diversified training formats and delivering systematic training covering laws and regulations, internal processes, employee conduct standards, and cybersecurity, continuously improving all employees' risk identification and response capabilities, and driving the transformation of risk awareness into behavioral practice. The Company has also embedded risk management and control requirements at the earliest stages of product and service development, incorporating clear risk assessment standards at the initiation phase to systematically prevent and reduce operational risks, providing a solid foundation for the Company's long-term stable development.



Strengthening Operation Compliance

JINGDONG Logistics adheres to operation compliance and business ethics standards, continuously improves its information security and intellectual property protection mechanisms, fully protects the rights and interests of all stakeholders including consumers, partners, and the Company, and actively builds an honest, transparent, stable, and secure operating environment, providing a solid governance foundation for sustainable enterprise development.

Business Ethics and Anti-corruption

JINGDONG Logistics strictly complies with the *Anti-Unfair Competition Law of the People's Republic of China*, the *Interim Provisions on the Prohibition of Commercial Bribery*, and other applicable laws and regulations, as well as applicable laws and regulations in overseas jurisdictions where business operations are conducted, as well as the laws and regulations of the locations of its overseas operations. The Company fully implements the *JD Group Business Conduct and Ethics Code*, the *JD Group Anti-Corruption Regulations*, the *JD Group Active Filing Reward Policy (for Trial Implementation)*, and the *JD Group Gifts Management Regulations*. The Company has actively built a business ethics management system and appointed the Chief Executive Officer (CEO) as the highest responsible person for business ethics matters, comprehensively reinforcing the foundations of business integrity. In 2025, Kuayue Express continued its anti-bribery management program, with the ISO 37001 Anti-Bribery Management System certification remaining valid during the year.

The Company has formulated the *JINGDONG Logistics Red Line Management Regulations* and issued the *JINGDONG Logistics Code of Business Conduct and Ethics*, defining behavioral boundaries and accountability standards. The Company maintains a zero-tolerance stance toward any violation of business ethics, and relies on an effective supervision and accountability mechanism to address violations seriously. In 2025, JINGDONG Logistics had a total of 21 cases of conflicts of interest.



ISO 37001 Anti-Bribery Management System Certification Certificate



Collaborative Management

JINGDONG Logistics takes integrity and responsibility as the cornerstone of its operation, and continues to build a solid business foundation for sustainable development by building an internal and external responsibility implementation mechanism.

Business Ethics Collaborative Management Initiatives

Internal Governance

- We require all employees to sign and strictly comply with the *Employees' Commitment Letter on Compliance with the 'JD Group Employee Handbook' and Anti-corruption Commitment*, clarifying the code of conduct and responsibilities, and ensuring that integrity awareness permeates daily operations and decision-making processes.
- We regularly conduct business-ethics audits across all business lines annually to ensure adherence to company policies, laws, and regulations, while identifying potential risks.

External Management

- In its collaboration with suppliers and business partners, JINGDONG Logistics explicitly requires them to strictly comply with the *Supplier Code of Conduct*, sign the *Anti-commercial Bribery Agreement* and the "Integrity Notice", and encourages them to establish and improve internal management policies related to business ethics. Simultaneously, the Company has established a two-way supervision and responsibility tracing mechanism, working together to cultivate a transparent and trustworthy business environment.

Whistleblower Protection

JINGDONG Logistics has established a comprehensive whistleblower protection and incentive system in accordance with the *JD Group Whistleblower Protection and Reward System*, committed to building an open, transparent, and trustworthy oversight environment and encouraging internal and external stakeholders to participate in integrity governance.

Whistleblower Protection System

Construction of reporting channels

We established a systematic reporting mechanism, providing multiple channels such as telephone, email, and online platforms to support both real-name and anonymous reporting, ensuring smooth and convenient feedback pathways.

Investigation procedures

We review all incoming reports to assess their validity. If a case does not require formal investigation, we record it for reference; if it does, we set up an investigation team, formulate an investigation plan, and carry out evidence collection and analysis. Based on the findings, we determine whether any violations occurred. For confirmed violations, we prepare a report with recommended corrective actions, implement them upon management approval, and continuously follow up and review until the case is closed and filed, achieving full closed-loop management.

Incentive and guarantee

We provide cash rewards of up to RMB 10 million to whistleblowers who submit valuable leads. We also commit to strictly protecting whistleblower information, applying rigorous confidentiality and information isolation throughout the entire process—from report acceptance, registration, and custody to investigation and follow-up. Retaliation is strictly prohibited, and we safeguard the legitimate rights and interests of whistleblowers.

Culture Development

JINGDONG Logistics regards the cultivation of a business ethics and anti-corruption culture as an important foundation for sustainable enterprise development, requiring all employees to participate in compliance training and assessments at least once per year. Through systematic training and regular advocacy, the Company continuously strengthens all employees' integrity, compliance awareness, and behavioral self-discipline.

In 2025, JINGDONG Logistics partnered with the Group to launch multiple rounds of the "Logistics Integrity Action" special campaign, focusing on high-incidence risk areas in the business and implementing an integrated "enforcement plus awareness" strategy through animated graphics and digital short video content. In addition, the Company organized multi-level, multi-format integrity education and specialized training based on the principle of "full employee coverage with focused reinforcement," the training content includes relevant laws and regulations, the Company's core values and requirements for integrity and compliance systems, as well as channels for reporting and filing corruption, covering all employees (including part-time staff) and suppliers. During the Reporting Period, the Company conducted more than 1,700 offline on-site training sessions with over 150,000 participants. Online integrity and compliance learning and examinations achieved 100% coverage and completion rates across directors, management, and employees.

Launch a Series of Themed Integrity Activities to Enhance Organizational Values

In 2025, JINGDONG Logistics participated in three major integrity and compliance themed events organized by the Group, promoting integrity culture through diverse formats. In May, the Company organized a themed awareness week on "Distinguishing Conflicts of Interest and Building Integrity". In September, a dedicated "Proactive Reporting" awareness month was launched, with all proceeds from the auction of reported gifts donated to charity, combined with policy learning activities. In December, taking advantage of International Anti-Corruption Day, the Company launched the "Honesty and Integrity" awareness week, deeply showcasing and sharing exemplary stories of integrity from frontline business operations to foster a clean and upright workplace culture.



Integrity-themed training activities

Case

Participating in Industry Forum and Building a Clean and Compliant Ecosystem

In December 2025, JINGDONG Logistics participated in the 8th (2025) Sunshine Forum on Corporate Integrity Risk Prevention and Control, themed "Building an Internal Integrity Defense Line and Supporting Enterprises in Global Expansion". The forum was hosted by the Criminal Law Research Center of Renmin University of China and the Professional Committee on Cyber Economic Crime Governance of the Chinese Society of Criminology, organized by the Sunshine Integrity Alliance, and brought together more than 200 enterprises and over 300 corporate representatives.

The forum provided valuable experience for JINGDONG Logistics and other participating enterprises in strengthening internal integrity and supporting international expansion. The Company supports the initiatives announced at the forum and is committed to sharing governance experience with more enterprises, building a clean and compliant ecosystem, deeply embedding integrity and compliance into its operating system, and continuously transforming these principles into core competitive advantages.



The 8th (2025) Sunshine Forum on Corporate Integrity Risk Prevention and Control

Case

Information Security and Privacy Protection

JINGDONG Logistics regards information security and customer privacy protection as core elements of its corporate responsibility. The Company has built a comprehensive defense system covering data security compliance, security governance, information leakage prevention, and threat intelligence management, and is committed to providing comprehensive and reliable protection for customer data and personal privacy.

Information Security

JINGDONG Logistics strictly complies with the *Cybersecurity Law of the People's Republic of China*, the *Data Security Law of the People's Republic of China*, and other applicable laws and regulations, and fully implements the Group's management requirements including the *JD Group Information Security Management Measures*, the *Data and Privacy Security Management Regulation of JD Group*, and the *JD Group Security Monitoring and Response Standards*. The Company also conducts routine reviews of relevant policies to ensure they effectively help the Company mitigate information security risks and safeguard the safety and stable operation of its business in all respects.

Under the Group's unified information security governance framework, JINGDONG Logistics's security execution team strictly fulfills its responsibilities, focusing on core areas including risk vulnerability rectification, policy implementation, security incident reporting, and response, forming a closed-loop management mechanism from requirements through to delivery to ensure information security and privacy management requirements are effectively embedded in daily operations.

The Company has continued to strengthen its information security management system. During the Reporting Period, the Company maintained the validity of its ISO 27001 Information Security Management System, CCRC Data Security Management Certification, DSMM Data Security Management Capability Maturity Level 3 Certification, and TISAX Certification. In 2025, JINGDONG Logistics further obtained DCMM Level 5 Certification, becoming the first logistics and supply chain enterprise in China to achieve this highest-level certification, marking the Company's attainment of an industry-leading standard in data governance and security management.



JINGDONG Logistics DCMM Level 5 Certificate

To systematically improve information security incident handling efficiency and strengthen foundational information security management capabilities, JINGDONG Logistics has established a closed-loop management mechanism covering monitoring, response, rectification, and coordination. Relying on institutionalized and process-driven management, the Company ensures security incidents receive timely and effective responses, continuously strengthening its overall security protection capabilities. Through improving risk vulnerability rectification mechanisms, strengthening oversight of policy implementation, and optimizing incident reporting and response processes, the Company comprehensively fulfills its information security protection responsibilities. For identified information security incidents, the Company has established a one-hour emergency response mechanism, supplemented data security emergency response content, and addresses vulnerabilities through a work order system to ensure efficient information security management.

JINGDONG Logistics has continued to deepen its information security culture, building a comprehensive technical protection system covering network, data, application, and office scenarios. The Company actively advances security awareness education for all employees. In 2025, the training course framework was iteratively upgraded to produce a bilingual standardized version for managers, general employees, and frontline staff, ensuring coverage of all employees including overseas and nationwide frontline personnel. An onboarding training mechanism for outsourced personnel has been established, achieving a 100% training assessment participation rate and promoting information security awareness throughout employees' career lifecycles.

During the Reporting Period

- The Company's violation incident in the field of information security

0

Multi-level Security Testing and Normalized Emergency Drills

Case

JINGDONG Logistics has established a comprehensive security testing mechanism. On the internal testing side, in 2025 the Company conducted 882,000 white-box tests, 230 million black-box scans, and 2.636 million logic privilege escalation tests across business systems, and carried out manual penetration testing on 7 business systems. On the external testing side, the National Information Center and the Beijing Institute of Product Quality Supervision and Inspection conducted penetration testing and vulnerability scanning on core systems respectively. The Company has also established an SDL secure development process requiring automated security testing before applications go live, and conducted 6 internal information security emergency drills throughout the year to continuously test and improve security monitoring and emergency response capabilities.

Building a Comprehensive Network Security Technical Protection System

Case

JINGDONG Logistics has established an all-round technical protection system covering network, data, application, and office scenarios. The Company achieves active monitoring and interception of network attacks through multi-layer defense mechanisms including code auditing, vulnerability scanning, intrusion detection, WAF, and anti-DDoS. In terms of data security, the Company has developed proprietary technologies including encrypted storage and transmission, digital watermarking, anonymization, and data gateways to strengthen sensitive information protection and establish cross-scenario joint prevention and control mechanisms. In the express delivery fulfillment process, the Company has fully deployed privacy waybill and privacy call technologies to ensure the desensitization of users' personal information.

Privacy Protection

JINGDONG Logistics strictly follows the *Personal Information Protection Law of the People's Republic of China*, the *Data and Privacy Security Management Regulation of JD Group*, the *Employees' Security Guidelines for the Use of Sensitive Data*, the *JD Group User Privacy Data Storage Security Rules*, and the *JD Group Protection Requirements for Minors' Personal Information*, and has systematically implemented personal privacy protection measures. The relevant framework covers all organizational units of the Group, providing a unified management structure for data and privacy security. During the Reporting Period, the Company continued to implement privacy impact assessments and full lifecycle control measures, maintained the validity of its ISO 27701 Privacy Information Management System Certification, and had no major privacy breach incidents during the year.

Privacy Protection Mechanism



Technical Ethical Code

Against the backdrop of continuous advances in artificial intelligence technology, JINGDONG Logistics places strong emphasis on the critical role of technology ethics in business applications. Guided by the principle of "technology for good," in the development and application of AI technology, the Company strictly adheres to China's national safety standards of the *Basic Security Requirements for Generative Artificial Intelligence Service*, as well as the *Data and Privacy Security Management Regulation of JD Group* and the *Privacy Impact Assessment Process*, focusing on balancing technology application with social value to ensure the compliance and long-term social benefit of technological development.



Intellectual Property Management

JINGDONG Logistics strictly complies with laws and regulations related to intellectual property, and in accordance with internal systems including the *Patent Management Measures of JD Group*, the *Trademark Management Measures of JD Group*, and the *Copyright Management Measures of JD Group*, comprehensively standardizes the full lifecycle management of intellectual property rights, covering all aspects of ownership, application, maintenance, and use. The Company continuously refines its related working mechanisms and has established a dedicated intellectual property department staffed with professional specialists to ensure efficient and standardized IP management. In 2025, the Company conducted nearly 20 patent mining initiatives, covering innovation across multiple logistics technology products and services.

In terms of risk management, the Company has deeply integrated intellectual property controls into the full product lifecycle and all aspects of operations management, implementing systematic measures to safeguard business development freedom. The Company also assesses the intellectual property status of suppliers and partners in procurement and contract review processes, clarifying rights, obligations, and ownership. In addition, the Company effectively mitigates IP risks from staff turnover through confidentiality training and non-compete agreements, progressively building a comprehensive, multi-level intellectual property protection mechanism.

Phased Intellectual Property Management and Control Measures

▼ **Product Pre-research Stage**
Patent Search and Risk Assessment

▼ **Product R&D Stage**
Design Around and Intelligence Analysis

▼ **Product Update Stage**
Comprehensive IP Capability Support in the Process of Global Market Expansion

The Company consistently upholds the principle of respecting intellectual property rights, firmly safeguarding its own legal rights and interests while fully respecting the intellectual property achievements of others. In terms of patent creation and protection, it conducts regular patent mining and strategic layout to protect core technological innovations. At the same time, it performs Freedom-to-Operate (FTO) analyses to proactively identify and mitigate potential infringement risks.

For identified external intellectual property infringement behaviors, the Company adopts tiered response measures based on the severity of the case. For serious infringements—such as counterfeit products or infringing software—the Company takes decisive actions including litigation and reporting to authorities. For minor infringements, it addresses them through platform complaints and formal warning letters. This systematic approach ensures the effective protection of the Company's intellectual property rights and reputation.

To encourage employees to invest in technological innovation and IP protection, JINGDONG Logistics continuously refines its IP incentive mechanisms, providing patent bonuses, software copyright awards, and other rewards. The Company actively participates in industry innovation activities, and multiple patents and related technology innovations have received strong external recognition. In 2025, JINGDONG Logistics's total R&D investment reached RMB 4.1 billion, with an R&D team of 4,902 people. The Company has accumulated over 5,500 granted patents and software copyrights in total, including more than 3,000 patents in the fields of automation and unmanned technology.

JINGDONG Logistics continues to prioritize cultivating employee innovation and IP awareness, strengthening related internal culture development through diverse means. Each year around "April 26" World Intellectual Property Day, the Company organizes a variety of themed activities. In 2025, the Company delivered diverse specialized training sessions covering patent mining and strategy, software copyright protection, trade secrets, and copyright management, reaching hundreds of core personnel with a cumulative training duration exceeding 20 hours.



Sustainable Supply Chain

JINGDONG Logistics regards the development of responsible and sustainable supplier relationships as an important strategy for advancing value chain resilience and social collaborative development. The Company promotes sustainable development and long-term co-creation of value across all industrial chain participants through systematic management mechanisms and responsible procurement practices.

JINGDONG Logistics strictly complies with the *Bidding Law of the People's Republic of China*, the *Regulation on the Implementation of the Bidding Law of the People's Republic of China*, and applicable laws and regulations in its operating locations, and fully implements the Group's internal management systems including the *Procurement Business Management System*, the *Sourcing and Procurement Process Guidelines*, the *Supplier Performance Evaluation Management Rules*, the *Procurement Acceptance Process*, and the *Supplier Code of Conduct*. The Company has established a transparent, fair, and standardized full-lifecycle supplier management system, implementing tiered supplier management and working collaboratively with partners to fulfill social responsibilities and advance the sustainable development of the supply chain. As of the end of the Reporting Period, the Company had a total of 20,763 suppliers¹⁵.

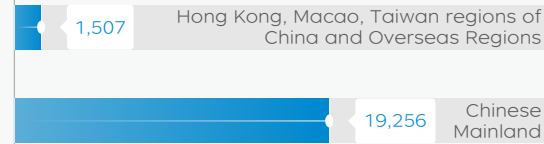
By the end of the Reporting Period

- The Company had a total of

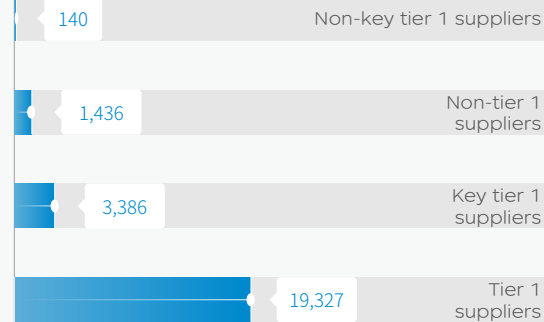
20,763 suppliers



By Region



By Type

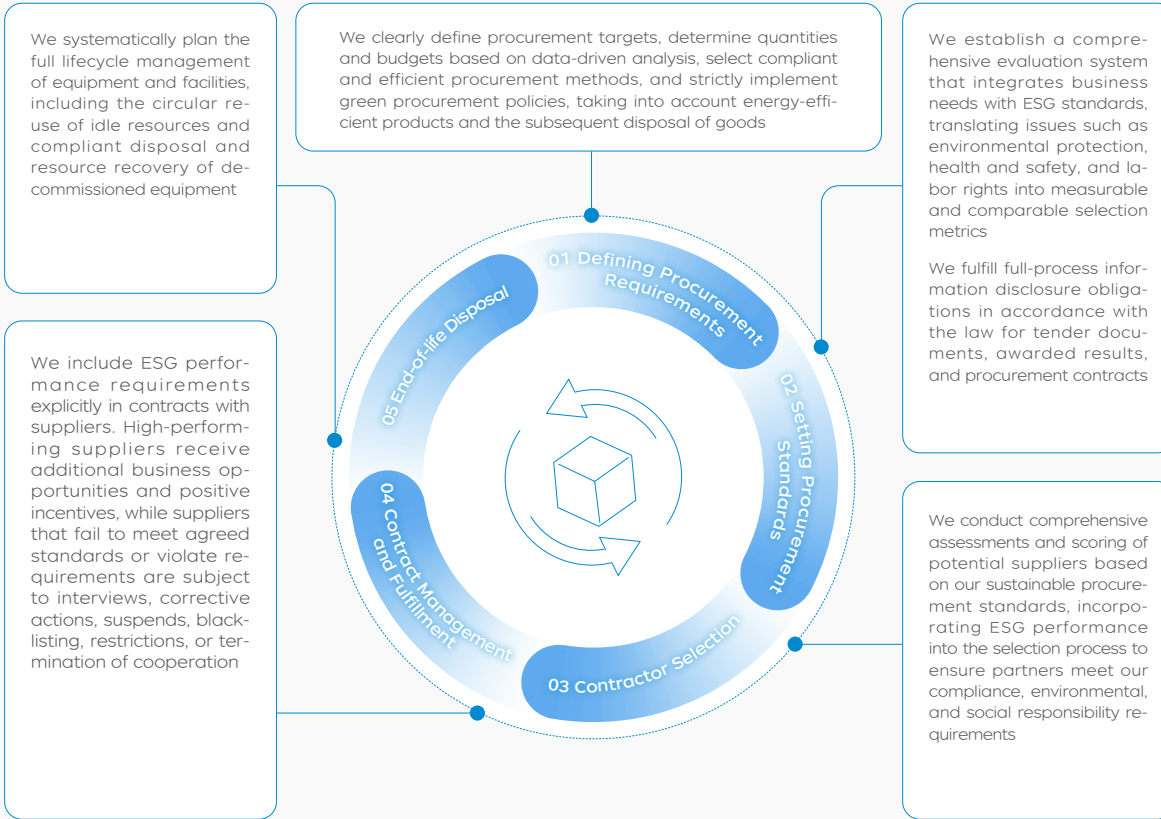


¹⁵ Supplier quantity statistical criteria: Suppliers registered on the Panshi Procurement Platform and awarded contracts in 2025.

Practicing Sustainable Procurement

JINGDONG Logistics actively applies its sustainable procurement framework, embedding ESG factors deeply into the full procurement decision-making and management process to achieve the coordinated development of commercial value and social and environmental benefit.

Sustainable Procurement Process



JINGDONG Logistics ESG Procurement Standards

Environmental Protection

- Prioritize the procurement and use of environmentally friendly raw materials, products and services
- Collect environmental management system-related certification documents from suppliers during the access stage
- For transport capacity service providers, require all vehicles to meet the National IV (China IV) or higher emission standards

Health and Safety

- During the access stage, require suppliers to provide records of occupational health and safety incidents over the past three years and conduct a comprehensive review
- Formulate special specifications for logistics and transportation business
- During the supplier access stage, require full-truck transportation vehicles to provide full-process trajectory monitoring and purchase cargo transportation insurance

Labor Rights and Interests

- Before procurement cooperation, we will strictly review the compliance of suppliers and resolutely prohibit any form of child labor, forced labor and other illegal employment practices

Transparent Procurement

- Require partners to sign a clean cooperation agreement to ensure the Company's clean procurement, with a 100% signing rate of clean agreements among cooperative suppliers

Supplier Management

JINGDONG Logistics has established a full-lifecycle supplier management system covering onboarding, assessment, and exit, systematically managing supply chain risks and driving transparency, compliance, and sustainability throughout supplier partnerships. JINGDONG Logistics fully considers the business relevance of suppliers, continuously paying attention to multiple factors such as the country/region, sector, commodity of the suppliers, to ensure the stability and safety of the supply chain. At the same time, the Company has formulated the *Supplier Code of Conduct*, which applies to all suppliers and contractors, covering multiple topics including business ethics, environmental protection, health and safety, and product safety. In 2025, we terminated cooperation with 146 ESG high-risk suppliers.

Full-Lifecycle Supplier Management



Supplier Capability Development

JINGDONG Logistics continues to deliver ESG-related training for suppliers, covering business ethics, quality management, and production safety, to strengthen collaboration and communication in the area of sustainable development. The Company also provides targeted ESG training for key suppliers through email communications and online live sessions, systematically improving their awareness and capabilities in environmental management and operation compliance.

JINGDONG Logistics, by leveraging mature technologies, such as its scheduling algorithms and the systematic platform, supports suppliers, contractors, and other partners to effectively optimize resource integration and improve the ratio of reuse of the idle. For example, we carried out special investigation on suppliers', contractors', and other partners' idle vehicles, and based on the city where these vehicles are, and the model, amount, and the idle time of these idle vehicles, JINGDONG Logistics matches its capacity scheduling system and the actual operational scheduling tasks and use algorithm models to re-organize idle vehicle resources, improving the ratio of reuse of idle resources.

The Company regularly convenes supplier conferences, inviting outstanding supplier representatives to share their practices in the field of ESG, to set a benchmarking and learnable industry role model. Through face-to-face communication, we discuss the challenges and opportunities in the sustainable supply chain, helping each other identify the gap, specifying the path, and making progress, so as to achieve sustainable development at higher standards.

Holding Supplier Conference to Deepen Partnership for Shared Success



On March 26, 2025, JD.com successfully held its Supplier Conference under the theme "Cooperation and Mutual Benefit, Building the Future Together," bringing together a large number of core logistics industry partners online and offline. At the conference, JINGDONG Logistics shared its future network development plans, and award-winning supplier representatives expressed their commitment to deepening cooperation and advancing intelligent upgrades together. The event strengthened collaboration with ecosystem partners and collectively explored pathways toward sustainable development.



Supplier Conference

Appendix

Sustainability Performance Table (data in 3 years)¹⁶

Greenhouse Gas Emissions

Metrics	Data in 2023	Data in 2024	Data in 2025	Unit
Direct (Scope 1) GHG emissions ¹⁷	180.7	226.0	262.6	10,000 tonnes of CO ₂ equivalent
Energy indirect (Scope 2) GHG Emissions ¹⁸	83.9	88.1	106.4	10,000 tonnes of CO ₂ equivalent
Other indirect (Scope 3) ¹⁹ GHG emissions	772.9	805.5	819.2	10,000 tonnes of CO ₂ equivalent
Total GHG emission	1,037.5	1,119.6	1,188.2	10,000 tonnes of CO ₂ equivalent
GHG emission intensity ²⁰	62.3	61.2	54.7	tonnes of CO ₂ equivalent/ RMB million of revenue

Air Pollutant Emissions²¹

Metrics	Data in 2023	Data in 2024	Data in 2025 ²²	Unit
Nitrogen oxides	11,211.33	13,587.65	13,188.84	tonnes
Sulfur dioxide	10.68	12.79	13.19	tonnes
Particulate matter	820.85	995.40	951.37	tonnes

¹⁶ Data as of December 31, 2025, or for the year ending December 31, 2025 (as applicable), cover JINGDONG Logistics, its subsidiaries, and consolidated affiliated entities, including Deppon Logistics and Kuayue Express.

¹⁷ The Scope 1 GHG emissions were calculated primarily based on the *Reporting Guidance on Environmental KPIs of the SEHK* and the *Guidelines for Accounting and Reporting Greenhouse Gas Emissions from Land Transport Enterprises* issued by the National Development and Reform Commission China (NDRC).

¹⁸ The Scope 2 GHG emissions were calculated primarily based on the *Reporting Guidance on Environmental KPIs of the SEHK*, with China's national electricity emission factor set at 0.5306 kgCO₂/kWh, as per the *Announcement on the Release of the 2023 Electricity Carbon Dioxide Emission Factors* issued by the Ministry of Ecology and Environment in December 2025.

¹⁹ The Scope 3 GHG emissions were calculated primarily based on the *Reporting Guidance on Environmental KPIs of the SEHK*. In accordance with the *Corporate Value Chain (Scope 3) Accounting and Reporting Standard*, the Scope 3 disclosure boundary was expanded in 2025 to include all relevant emission source categories. The same disclosure scope was also applied retroactively to the reporting for 2023 and 2024 to ensure consistency and comparability of data. Details on specific Scope 3 GHG emission categories for 2025 can be found in the appendix of this report - Greenhouse Gas Verification Statement.

Energy Consumption

Metrics	Data in 2023	Data in 2024	Data in 2025	Unit
Gasoline	9,849.7	11,297.9	7,004.7	10,000 liters
Diesel fuel	57,347.9	69,133.8	75,554.9	10,000 liters
Aviation kerosene	15,866.8	40,895.6	62,742.9 ²³	tonnes
Liquefied natural gas (LNG)	1,086.1	8,712.5	73,070.2	tonnes
Natural gas ²⁴	153.1	485.4	584.3	10,000 m ³
Hydrogen and methanol ²⁵	/	155.9	960.6	tonnes
Total direct energy consumption ^{26, 27}	680.6	855.3	1,001.0	10,000 MWh
Direct energy consumption intensity ²⁶	40.8	46.8	46.1	MWh/RMB million of revenue
Purchased electricity	1,413,466.8	1,593,618.1	1,939,293.6	MWh
Purchased heat	83,459.4	66,791.0	65,119.5	MWh
Total indirect energy consumption	149.7	166.0	200.4	10,000 MWh
Indirect energy consumption intensity	9.0	9.1	9.2	MWh/RMB million of revenue
Total energy consumption ^{26, 27}	830.3	1,021.3	1,201.4	10,000 MWh
Energy consumption intensity ²⁶	49.8	55.9	55.3	MWh/RMB million of revenue

²⁰ The formula for greenhouse gas emission intensity is: (Scope 1 + Scope 2 + Scope 3 GHG emissions) / Annual revenue. The data for 2023 and 2024 have been updated in this report in accordance with the latest method.

²¹ The primary sources of air pollutants associated with the Company are gasoline- and diesel-powered vehicles. The calculation formulas and emission factors are based on the *Reporting Guidance on Environmental KPIs of the SEHK*.

²² In 2025, the Company expanded the monitoring scope of vehicle operating mileage and improved the data quality of air pollutant emissions.

²³ From March to July 2025, JINGDONG Logistics blended sustainable aviation fuel (SAF) at a 1% ratio into all domestic flights operated by domestic carriers departing from four airports — Beijing Daxing, Zhengzhou Xingzheng, Chengdu Shuangliu, and Ningbo Lishe.

²⁴ Natural gas includes compressed natural gas (CNG), and the data of 2024 have been adjusted.

²⁵ The Company's consumption of hydrogen and methanol is attributable to its self-operated vehicle fleet.

²⁶ In 2025, the conversion coefficients of natural gas (CNG) and liquefied natural gas (LNG) were unified, and the total direct energy consumption and the corresponding intensity and the total energy consumption and its corresponding intensity for 2023 and 2024 are adjusted.

²⁷ Total energy consumption was calculated according to the *General Rules for Calculation of the Comprehensive Energy Consumption (GB/T25589 2020)*.

Resource Consumption

Metrics	Data in 2023	Data in 2024	Data in 2025	Unit
Total water consumption	753.11	777.96	905.84	10,000 tonnes
Density of water consumption	45.20	42.55	41.72	tonnes/RMB million of revenue
Total amount of packaging material used for finished products ²⁸	50.70	45.30	52.05	10,000 tonnes
Density of packaging used for finished products	73.90	52.67	47.72	grams/piece

Waste Emissions

Metrics	Data in 2023	Data in 2024	Data in 2025	Unit
Total hazardous waste ²⁹	18.80	16.79	42.18 ³⁰	tonnes
Hazardous waste density	0.12	0.10	0.19	kilograms/RMB million of revenue
Total non-hazardous waste ³¹	10.4	6.65	7.46	10,000 tonnes
Non-hazardous waste density	0.6	0.36	0.34	tonnes/RMB million of revenue

²⁷ Finished product packaging primarily includes express mailers, plastic film packaging bags, plastic fillers, express boxes, transparent tape, foam boxes, stretch film, and woven bags.

²⁸ Hazardous waste primarily consists of electronic waste, used lead-acid batteries, discarded fluorescent tubes, and used toner cartridges and ink cartridges.

²⁹ This year, the Company established a dedicated program for the disposal and recycling of fixed assets. A number of computers identified as due for decommissioning, along with UPS power supplies that had reached their expected service life, were scrapped and replaced accordingly. This resulted in a notable increase in the total volume of hazardous waste generated.

³⁰ Non-hazardous waste mainly includes general operational waste, decommissioned vehicles and tires, plastic products, and cardboard boxes.

³¹ The total number of employees, along with statistics on gender, age, and category, covers only Full-time employees directly managed by JINGDONG Logistics.

³² JINGDONG Logistics followed independent reporting criteria for its workforce age classification during 2022-2023 and aligned with JD.com's unified standards from 2024.

³³ STEM stands for Science, Technology, Engineering, and Mathematics. STEM positions include computer programmers, web developers, statisticians, engineers, physicists, scientists, etc.

³⁴ STEM: Science, Technology, Engineering, and Mathematics. STEM positions typically include computer programmers, web developers, statisticians, engineers, physicists, scientists, and so on.

Employment

Metrics	Data in 2023	Data in 2024	Data in 2025	Unit	
Total number of employees ³²	457,015	498,709	682,705	persons	
By employment category	Full-time	457,015	498,709	682,705	persons
	Part-time	/	3,495	2,914	persons
By gender	Male	377,780	413,979	579,681	persons
	Female	79,235	84,730	103,024	persons
By age ³³	30 years old and below	/	155,970	208,421	persons
	31-50 years old	/	335,115	465,885	persons
	51 years old and above	/	7,624	8,399	persons
By employee category	Management level	30,622	26,419	31,784	persons
	Staff level	426,393	472,290	650,921	persons
By geographical region	Chinese Mainland	456,496	497,750	680,477	persons
	Other regions	519	959	2,228	persons
Share of women in all management positions	/	11.53	12.51	%	
Share of women in junior management positions	/	/	10.20	%	
Share of women in senior management positions	/	15.94	36.00	%	
Share of women in management positions in revenue-generating functions	/	/	12.93	%	
Share of women in STEM ³⁴ related position	/	/	24.59	%	
Number of new employees	/	/	270,742	persons	
Number of internal candidates filling vacant positions	/	/	56,840	persons	
Number of minority employees	/	/	46,179	persons	
Number of employees with disabilities	3,416	3,797	6,561	persons	
Percentage of employees covered by collective bargaining agreement	100	100	100	%	

Employee Turnover Rate

Metrics		Data in 2023	Data in 2024	Data in 2025	Unit
Employee turnover rate ³⁵		15.8	15.4	12.6	%
By gender	Male	15.7	14.9	12.3	%
	Female	16.3	17.5	14.3	%
By age ³³	30 years old and below	/	21.0	18.0	%
	31-50 years old	/	12.2	10.2	%
	51 years old and above	/	5.9	5.7	%
By geographical region	Chinese mainland	15.8	15.4	12.6	%
	Other regions	11.3	12.5	5.7	%

Health and Safety

Metrics		Data in 2023	Data in 2024	Data in 2025	Unit
Number of work-related fatalities		33	34	39	persons
Work-related death rate		0.0072	0.0068	0.0057	%
Number of lost days due to work injury		58,196	75,514	127,546	days
Lost Time Injury Frequency Rate (LTIFR)	Lost Time Injury Frequency Rate (LTIFR) —employees	2.53	1.92	2.56	number of work-related injuries/ million working hours
	Percentage of employees participating in the survey	100	100	100	%
Percentage of employees covered by Environmental, Health and Safety (EHS) training		100	100	100	%
Frequency of Safety Drills		7,091	7,599	28,936	times
Percentage of employees covered by safety drills		93	100	100	%

³⁵ Data on employee turnover rates is calculated based on voluntary resignations only.

³⁶ The percentage of employees trained by gender and employee category was calculated as "(The number of trained employees in the category / Total trained employees) × 100%" during 2022-2023 and standardized to "(The number of trained employees in the category / Total employees in the category) × 100%" starting with the 2024.

³⁷ From 2022 to 2023, the staff level referred to the general staff (excluding the couriers). Starting with the 2024, the staff level included both the general staff and the couriers.

³⁸ JINGDONG Logistics employee satisfaction survey covers all staff. This data represents the rate of effective satisfaction survey questionnaires collected.

Development & Training

Metrics		Data in 2023	Data in 2024	Data in 2025	Unit
Percentage of training by gender ³⁶	Male	100	100	100	%
	Female	100	100	100	%
Percentage of training by employee category ³⁶	Management level	100	100	100	%
	Staff level	100	100	100	%
Average hours per employee		/	/	34	hours
Average hours by gender	Male	23	29	30	hours
	Female	26	55	54	hours
Average hours by employee category	Management level	84	49	44	hours
	Staff level ³⁷	22	33	33	hours
Average investment in training and development		/	/	76.2	RMB/ per person

Human Capital

Metrics		Data in 2023	Data in 2024	Data in 2025	Unit
Total human resources expenditure (including in-house employees and outsourced personnel)		82.1 billion	89.2 billion	110.2 billion	RMB
Compensation and benefits for frontline employees		55.3 billion	61.5 billion	79.9 billion	RMB
Average employment cost		/	/	626.4	RMB/ per person

Employee Satisfaction

Metrics		Data in 2023	Data in 2024	Data in 2025	Unit
Employee satisfaction rate		4.51	4.65	4.51	/
Effective questionnaire response rate ³⁸		/	/	64	%
Number of respondents		/	/	866,448	times

Number of Suppliers

Metrics	Data in 2023	Data in 2024	Data in 2025	Unit	
Number of suppliers	14,554	13,878	22,401	suppliers	
By geographical region	Chinese mainland	14,038	13,767	19,256	suppliers
	Hong Kong, Macao and Taiwan Region, and Overseas regions	516	111	1,507	suppliers
The percentage of suppliers implementing the supplier compliance management system	100	100	100	%	

Product Responsibility

Metrics	Data in 2023	Data in 2024	Data in 2025	Unit
Number of complaints about products and services ³⁹	11,931	126,087	132,552	case
Response rate of complaints	100	100	100	%
Complaint resolution rate	98.4	98.5	99.8	%
Complaint handling satisfaction ³⁹	98.1	98.4	93.61	%

³⁹ Data on product and service complaint volumes, as well as complaint resolution satisfaction, is sourced from the State Post Bureau. Due to revisions to the State Post Bureau's complaint handling guidelines in 2025, there have been material changes to data collection methodologies, and the figures in 2025 are not directly comparable to historical annual data.

Anti-corruption

Metrics	Data in 2023	Data in 2024	Data in 2025	Unit
The number and outcome of corruption cases brought and concluded against the company or its staff	13	16	17	cases
Number of cases in which employees were fired or disciplined for corruption	130	114	148	cases
The concluded corruption cases involved in the company	0	0	0	cases
Percentage of employees who have received anti-corruption training	100	100	100	%

Community Investment

Metrics	Data in 2023	Data in 2024	Data in 2025	Unit
Value of monetary donations	475,859	1,007,000	1,900,000	RMB
Value of physical donations	150,000	309,760	200,000	RMB
Time of employees' volunteering	11,233	24,296	24,731	hours

Relevant Content Index

GRI Content Index

Statement of use: JINGDONG Logistics reported the information cited in this GRI Content Index with reference to the GRI Standards dated from January 1, 2025 to December 31, 2025.

GRI 1 used: GRI 1: Foundation 2021

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

Disclosure Metrics/ Disclosure Item	Disclosure	Reporting Section
3-1	Process to determine material topics	Materiality Analysis
3-2	List of material topics	Materiality Analysis
3-3	Management of material topics	Materiality Analysis
GRI 201: Economic Performance		
201-2	Financial implications and other risks and opportunities due to climate change	Addressing Climate Change
201-3	Defined benefit plan obligations and other retirement plans	Empowering Talent Development
GRI 205: Anti-corruption 2016		
205-1	Operations assessed for risks related to corruption	Strengthening Operation Compliance
205-2	Communication and training about anti-corruption policies and procedures	Strengthening Operation Compliance
205-3	Confirmed incidents of corruption and actions taken	Strengthening Operation Compliance Appendix
GRI 206: Anti-competitive Behavior 2016		
206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	Strengthening Operation Compliance
GRI 302: Energy 2016		
302-1	Energy consumption within the organization	Strengthening Environmental Management Appendix
302-2	Energy consumption outside of the organization	Strengthening Environmental Management Appendix
302-3	Energy intensity	Strengthening Environmental Management Appendix

Disclosure Metrics/ Disclosure Item	Disclosure	Reporting Section
302-4	Reduction of energy consumption	Strengthening Environmental Management Leading Green Logistics
302-5	Reductions in energy requirements of products and services	Leading Green Logistics
GRI 303: Water and Effluents 2018		
303-1	Interactions with water as a shared resource	Strengthening Environmental Management
303-2	Management of water discharge-related impacts	Strengthening Environmental Management
303-3	Water withdrawal	Strengthening Environmental Management Appendix
303-4	Water discharge	Strengthening Environmental Management
303-5	Water consumption	Strengthening Environmental Management Appendix
GRI 305: Emissions 2016		
305-1	Direct (Scope 1) GHG emissions	Addressing Climate Change Appendix
305-2	Energy indirect/Scope 2 GHG emissions	Addressing Climate Change Appendix
305-4	GHG emissions intensity	Addressing Climate Change Appendix
305-5	Reduction of GHG emissions	Leading Green Logistics Appendix
GRI 306: Waste 2020		
306-2	Actions taken to prevent waste generation	Strengthening Environmental Management Leading Green Logistics
306-3	Composition of waste generated	Strengthening Environmental Management Leading Green Logistics
306-4	Recovery operations used to divert waste from disposal	Strengthening Environmental Management Leading Green Logistics
306-5	Disposal operations	Strengthening Environmental Management Leading Green Logistics

Disclosure Metrics/ Disclosure Item	Disclosure	Reporting Section
GRI 308: Supplier Environmental Assessment 2016		
308-1	New suppliers that were screened using environmental criteria	Sustainable Supply Chain
308-2	Negative environmental impacts in the supply chain and actions taken	Sustainable Supply Chain
GRI 401: Employment 2016		
401-1	New employee hires and employee turnover	Empowering Talent Development
401-2	Benefits provided to Full-time employees that are not provided to temporary or part-time employees	Empowering Talent Development
GRI 403: Occupational Health and Safety 2018		
403-1	Occupational health and safety management system	Safeguarding Health and Safety
403-2	Hazard identification, risk assessment, and incident investigation	Safeguarding Health and Safety
403-3	Occupational health services	Safeguarding Health and Safety
403-4	Worker participation, consultation, and communication on occupational health and safety	Safeguarding Health and Safety
403-5	Worker training on occupational health and safety	Safeguarding Health and Safety Appendix
403-6	Promotion of worker health	Safeguarding Health and Safety
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Safeguarding Health and Safety
403-9	Work-related injuries	Safeguarding Health and Safety Appendix
403-10	Work-related ill health	Safeguarding Health and Safety Appendix
GRI 404: Training and Education 2016		
404-1	Average hours of training per year per employee	Empowering Talent Development Appendix
404-2	Programs for upgrading employee skills and transition assistance programs	Empowering Talent Development
404-3	Percentage of employees receiving regular performance and career development reviews	Empowering Talent Development Appendix

Disclosure Metrics/ Disclosure Item	Disclosure	Reporting Section
GRI 405: Diversity and Equal Opportunity 2016		
405-1	Diversity of governance bodies and employees	Empowering Talent Development
GRI 406: Non-discrimination 2016		
406-1	Incidents of discrimination and corrective actions taken	Empowering Talent Development
GRI 407: Freedom of Association and Collective Bargaining 2016		
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Empowering Talent Development
GRI 408: Child Labor 2016		
408-1	Operations and suppliers at significant risk for incidents of child labor	Empowering Talent Development
GRI 409: Forced or Compulsory Labor 2016		
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	Empowering Talent Development
GRI 413: Local Communities 2016		
413-1	Operations with local community engagement, impact assessments, and development programs	Promoting Social Welfare
GRI 414: Supplier Social Assessment 2016		
414-1	New suppliers that were screened using social criteria	Sustainable Supply Chain
414-2	Negative social impacts in the supply chain and actions taken	Sustainable Supply Chain
GRI 416: Customer Health and Safety 2016		
416-1	Assessment of the health and safety impacts of product and service categories	Creating High-quality Experience
417: Marketing and Labeling 2016		
417-1	Requirements for product and service information and labeling	Creating High-quality Experience
GRI 418: Customer Privacy 2016		
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Strengthening Operation Compliance

SEHK ESG Content Index

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

Metrics	Description	Reporting Section
A2.4	Description of whether there is any issue in sourcing water that is fit for purpose, water efficiency target(s) set and steps taken to achieve them.	Strengthening Environmental Management
A2.5	Total packaging material used for finished products (in tonnes) and, if applicable, with reference to per unit produced.	Leading Green Logistics Appendix
Aspect A3: The Environment and Natural Resources		
General Disclosure	Policies on minimising the issuer's significant impacts on the environment and natural resources.	Strengthening Environmental Management Ecological Environmental Protection
A3.1	Description of the significant impacts of activities on the environment and natural resources and the actions taken to manage them.	Strengthening Environmental Management Ecological Environmental Protection
B Social		
Aspect B1: Employment		
General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to compensation and dismissal, recruitment and promotion, working hours, rest periods, equal opportunity, diversity, anti-discrimination, and other benefits and welfare.	Empowering Talent Development
B1.1	Total workforce by gender, employment type (for example, full- or part-time), age group and geographical region.	Empowering Talent Development Appendix
B1.2	Employee turnover rate by gender, age group and geographical region.	Appendix
Aspect B2: Health and Safety		
General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to providing a safe working environment and protecting employees from occupational hazards.	Safeguarding Health and Safety
B2.1	Number and rate of work-related fatalities occurred in each of the past three years including the reporting year.	Appendix

Metrics	Description	Reporting Section
B2.2	Lost days due to labor injury.	Appendix
B2.3	Description of occupational health and safety measures adopted, and how they are implemented and monitored.	Safeguarding Health and Safety
Aspect B3: Development and Training		
General Disclosure	Policies on improving employees' knowledge and skills for discharging duties at work. Description of training activities.	Empowering Talent Development
B3.1	The percentage of employees trained by gender and employee category (e.g. senior management, middle management).	Appendix
B3.2	The average training hours completed per employee by gender and employee category.	Appendix
Aspect B4: Labor Standards		
General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to preventing child and forced labor.	Empowering Talent Development
B4.1	Description of measures to review employment practices to avoid child and forced labor.	Empowering Talent Development
B4.2	Description of steps taken to eliminate such practices when discovered.	Empowering Talent Development
Aspect B5: Supply Chain Management		
General Disclosure	Policies on managing environmental and social risks of the supply chain.	Sustainable Supply Chain
B5.1	Number of suppliers by geographical region.	Sustainable Supply Chain
B5.2	Description of practices relating to engaging suppliers, number of suppliers where the practices are being implemented, and how they are implemented and monitored.	Sustainable Supply Chain
B5.3	Description of practices used to identify environmental and social risks along the supply chain, and how they are implemented and monitored.	Sustainable Supply Chain
B5.4	Description of practices used to promote environmentally preferable products and services when selecting suppliers, and how they are implemented and monitored.	Sustainable Supply Chain

Metrics	Description	Reporting Section
Aspect B6: Product Responsibility		
General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to health and safety, advertising, labelling and privacy matters relating to products and services provided and methods of redress.	Creating High-quality Experience
B6.1	Percentage of total products sold or shipped subject to recalls for safety and health reasons.	The Company's business scope does not involve the influence of products and services on health and safety.
B6.2	Number of products and service related complaints received and how they are dealt with.	Creating High-quality Experience
B6.3	Description of practices relating to observing and protecting intellectual property rights.	Strengthening Operation Compliance
B6.4	Description of quality assurance process and recall procedures.	The Company's business scope does not involve the influence of products and services on health and safety.
B6.5	Description of consumer data protection and privacy policies, and how they are implemented and monitored.	Strengthening Operation Compliance
Aspect B7: Anti-corruption		
General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to bribery, extortion, fraud and money laundering.	Strengthening Operation Compliance
B7.1	Number of concluded legal cases regarding corrupt practices brought against the issuer or its employees during the reporting period and the outcomes of the cases.	Strengthening Operation Compliance
B7.2	Description of preventive measures and whistle-blowing procedures, and how they are implemented and monitored.	Strengthening Operation Compliance
B7.3	Description of anti-corruption training provided to directors and staff.	Strengthening Operation Compliance
Aspect B8: Community Investment		
General Disclosure	Policies on community engagement to understand the needs of the communities where the issuer operates and to ensure its activities take into consideration the communities' interests.	Promoting Social Welfare
B8.1	Focus areas of contribution (e.g. education, environmental concerns, labour needs, health, culture, sport).	Promoting Social Welfare
B8.2	Resources contributed (e.g. money or time) to the focus area.	Promoting Social Welfare Appendix

Metrics	Reporting Section
D Climate Disclosures	
Governance	Addressing Climate Change
Strategy	
Climate-related risks and opportunities	Addressing Climate Change
Business model and value chain	Addressing Climate Change
Strategy and decision-making	Addressing Climate Change
Financial position, financial performance and cash flows	During the reporting period, the Company actively carried out climate-related risk and opportunity assessment. Given that by the end of 2025, it has been hard to accurately isolate and separately quantify the financial impacts arising from climate change, the Company has not disclosed this information for the time being to ensure the accuracy of the disclosures. In the future, the Company will continue to explore and improve the accounting methods for climate-related financial impacts to enhance the quality of climate-related disclosures.
Climate resilience	Addressing Climate Change During the reporting period, the Company actively conducted climate scenario analysis. Taking into account factors such as materiality and data availability, the scenario analysis has not yet covered all risks. In the future, the Company will continue to refine its climate scenario analysis efforts.
Risk Management Metrics and Targets	Addressing Climate Change
Greenhouse gas emissions	Addressing Climate Change
Climate-related transition risks	During the reporting period, the Company actively carried out climate-related risk and opportunity assessment. Based on the current data foundation, it is difficult to accurately calculate the amount of assets and business activities impacted by climate change. To ensure the accuracy of the disclosed information, the Company has chosen not to disclose this content for the time being. In the future, the Company will continue to explore and refine the accounting methods for climate-related financial impacts, aiming to enhance the quality of climate-related disclosures.
Climate-related physical risks	
Climate-related opportunities	
Capital deployment	During the reporting period, the Company actively carried out assessments of capital allocation and conducted data collation regarding climate-related risks and opportunities. Due to the integration of the relevant capital expenditures, financing, and investments with general operational spending in financial accounting, the separate identification and quantification of these amounts involves a certain level of complexity. To ensure the accuracy and comparability of the disclosed information, the Company has chosen not to disclose this content for the time being. In the future, the Company will continue to advance the development and refinement of the corresponding data accounting and disclosure mechanisms.
Internal carbon prices	During the reporting period, the Company actively explored internal carbon pricing mechanisms. Given the multidimensional considerations and complex calculations involved, and in order to advance this work prudently, the Company has not yet implemented an internal carbon pricing system. In the future, the Company will continue to refine the relevant methodologies and implementation pathways, and systematically promote the development and implementation of an internal carbon pricing mechanism.
Remuneration	Strengthening Corporate Governance
Industry-based metrics	Leading Green Logistics
Climate-related targets	Addressing Climate Change

Independent Assurance Statements



Independent Assurance Statement

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

China General Certification Centre (CGC) was commissioned by JD Logistics, Inc. (‘JINGDONG Logistics’ or ‘the Company’) to conduct an independent assurance on the sustainability-related information disclosed in its 2025 Environmental, Social, and Governance (ESG) Report (‘the Report’). JINGDONG Logistics is responsible for the collection, compilation, analysis, and disclosure of the information and data presented in the Report. CGC performed the assurance within the scope defined by the agreement between CGC and JINGDONG Logistics. The Company is solely responsible for the completeness and accuracy of the information and data contained in the Report.

Assurance Standards

AA1000 Assurance Standard v3, CGC Sustainability Report Assurance Procedure

Type and Level: Type 2 Moderate Assurance

Assurance Scope

The assurance covers the information and data disclosed in the Report by JINGDONG Logistics and its subsidiaries for the period from January 1 to December 31, 2025. It does not include data or content provided by third parties such as suppliers. The assurance was conducted through on-site assessment. The assurance sites included the headquarters of JD Logistics, Inc. Sampling sites covered logistics parks, transit centers, sorting centers, and courier service outlets operated by JINGDONG Logistics, Deppon Logistics, and Kuayue Express. Any information disclosed in the Report that falls outside the above-mentioned time period, organizational boundary, or geographic coverage is not included within the scope of this assurance conclusion. For any inquiries regarding the contents of the Report, JINGDONG Logistics shall be responsible for providing the response.

Specified Sustainability Performance Information

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



Independent Assurance Statement

Criteria

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

Methodology

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

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

Limitations

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

Conclusions

Adherence to AA1000 Assurance Principles

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



Independent Assurance Statement

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

Inclusivity	JINGDONG Logistics has thoroughly identified its internal and external stakeholders, such as enterprise-level clients, consumers, government and regulatory bodies, shareholders and investors, suppliers, communities, directors and senior management, employees, and public welfare organisations/non-governmental organisations. The company has established communication mechanisms with stakeholders through various channels to regularly collect their genuine needs and concerns. The report adheres to the principle of inclusivity.
Materiality	JINGDONG Logistics has established a mechanism for identifying and prioritizing material topics and conducted a double materiality assessment of sustainability-related issues. During the identification process, The company assessed not only the environmental and social impacts of relevant topics, but also evaluated the potential impacts of each topic on the company’s financial position, based on financial and industry research. On this basis, a double materiality matrix was developed through the integration of expert opinions and assessment results, and subsequently submitted to the Board of Directors for review and approval. The report adheres to the principle of Materiality.
Responsiveness	The JINGDONG Logistics Board of Directors receives reports from the ESG Management Committee and senior management to ensure that all levels and departments respond to stakeholder concerns. For issues of concern to stakeholders, JINGDONG Logistics has clearly disclosed its management approaches and key performance indicator across major areas such as products and services, technological innovation, climate action, employee recruitment and rights protection, and health and safety. It has also established complaint mechanisms to promptly respond to



Independent Assurance Statement

	stakeholder appeals and expectations. The report adheres to the principle of Responsiveness.
Impact	JINGDONG Logistics has comprehensively identified the potential impacts of its business activities on the economy, environment, society, stakeholders, and itself, and integrated these considerations into its management processes. It discloses the company's environmental and social impacts through quantifiable indicators. The company applies climate scenario analysis to identify and analyze climate-related risks and opportunities, and formulates corresponding management and response measures. The report adheres to the principle of Impact.

Specified Sustainability Performance Information

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

Independence and Competencies

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

CGC and JINGDONG Logistics are fully independent entities. There are no conflicts of interest between CGC and JINGDONG Logistics, its subsidiaries, or stakeholders. All assurance team members maintain no business relationships with JINGDONG Logistics, ensuring complete neutrality in the assurance process. All data and information within the



Independent Assurance Statement

report were provided by JINGDONG Logistics. CGC was not involved in the preparation or drafting of JINGDONG Logistics 2024 ESG Report beyond conducting the assurance activities and issuing this assurance statement.

Mian Li 
 Director of Climate and Sustainability Services
 China General Certification Center
 March 30, 2026



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 000-552/V3-VLFJL

