2023 JD.com, Inc.

Environmental, Social and Governance Report

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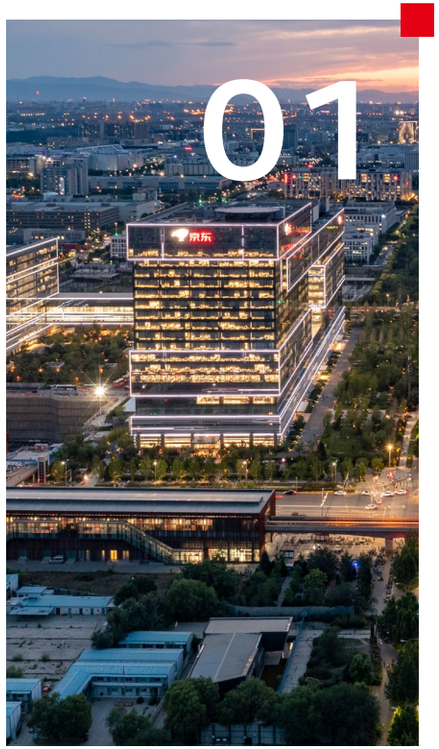

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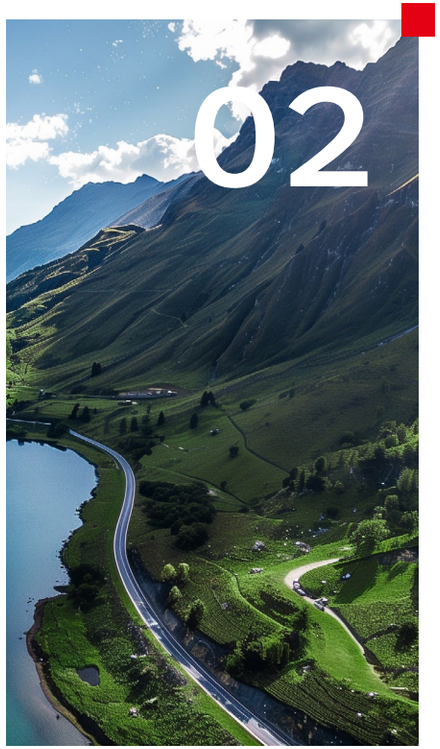

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About This Report

This report is the Environmental, Social, and Governance Report 2023 (referred to as the "ESG report" or "this report") released by JD.com to detail the ESG strategies, management, and practices of JD.com and its major subsidiaries included in its annual report.

Reference and Principles

This report is prepared with reference to the *ESG Reporting Guide* from the Hong Kong Stock Exchange (HKEX), the *ESG Reporting Guide* from the Nasdaq Stock Market, the United Nations Sustainable Development Goals (SDGs), the *GRI Standards* issued by the Global Sustainability Standards Board (GSSB), the Ten Principles of the UN Global Compact, and industry standards issued by the Sustainability Accounting Standards Board (SASB). Content dealing with climate change is prepared by referring to the *HKEX Guidelines on Climate Information Disclosure*, and the framework suggested by the Task Force on Climate-related Financial Disclosures (TCFD).

Source of Information

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

Reporting Scope

This annual report covers the period from January 1, 2023, to December 31, 2023 (hereinafter referred to as the "reporting period"). To make this report more comparable and forward-looking, some contents have been extended. The disclosure of this report is based on the consolidated scope of JD.com, Inc., JD's listed entity on the NASDAQ Stock Exchange in the United States.

Reporting Principles

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

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

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

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

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

Access to Report

This report is prepared in both Chinese and English. Should there be any discrepancy in meaning between the two versions, the Chinese version shall prevail. The electronic versions can be accessed on the Group's website in the section "Investor Relations."

Message from Chairman of Board of Directors

2023 marks the 20th anniversary of JD.com's founding. Reflecting on our journey, we are profoundly grateful for our customers' trust, our partners' support, our employees' dedication, and the opportunities brought by our times. This past year, JD.com has further deepened its commitment to ESG governance and sustainable development, actively creating value for customers, partners, and society. We have upheld our people-centric philosophy and made significant strides in all aspects of our ESG initiatives.

We operate with integrity, strengthening the foundation for our business. We are committed to achieving success the right way, upholding business ethics and ensuring compliance in our operations. Under the leadership of the newly established ESG Committee, which I chair, we have enhanced our governance of ESG-related matters. While providing consumers with a diverse selection, fast delivery, superior quality, and cost-effective options, we take our responsibility for safeguarding user information and privacy seriously, ensuring the platform's safety and stability. We vigorously pursue anti-corruption measures and, through the "Sunshine Integrity Alliance," collaborate with industry peers to foster a trustworthy business environment.

We prioritize environmental protection and champion green, sustainable development. Attentive to our operational impact on the environment, we endeavor to reduce carbon emissions and continuously pursue decarbonization in warehousing, transportation, packaging materials, and beyond. Leveraging algorithmic efficiency, green energy, the application of intelligent devices, and recycling initiatives, we strive to cultivate a greener logistics network. We also promote DWOP (Delivered with Original Package) compliance with our upstream and downstream partners and actively engage in trade-in and recycling programs to encourage participation in the circular economy and minimize waste.

We are attentive to the needs of our customers and dedicated to enhancing their lives. By continuously refining consumer services and addressing feedback, we safeguard consumer rights and boost satisfaction. Our commitment to leveraging technology for good drives our innovation, constantly enhancing the consumer experience. Supporting rural revitalization and common prosperity, we persistently invest in industrial belts, launch initiatives like the "Spring Dawn Plan," and expand direct-from-source shipping to improve agricultural distribution efficiency and sustainably increase farmers' incomes. We are also active in philanthropy, providing support for flood and disaster relief in Beijing, Tianjin, and Hebei, earthquake relief in Jishishan, Gansu, and helping those in need through initiatives like the "Starlight Transmission Program."

At JD.com, we are deeply committed to fostering a sustainable ecosystem centered around a people-first philosophy. Our employees' well-being and personal growth take precedence over mere profit. We strive to cultivate a workplace environment that is not only fair and inclusive but also one where every individual feels valued and respected. Our focus extends beyond the workplace to ensure our employees enjoy a high quality of life. To facilitate their professional development, we have implemented a system designed to foster skill enhancement and career advancement. Additionally, we collaborate closely with our suppliers, incorporating ESG standards into our contracts to ensure ethical practices. This collaborative approach allows us to collectively strive for a sustainable future, while also improving supplier management and empowerment.

Looking to the future, we are excited to take a more active role in shaping the world around us. To achieve this, in early 2024, we have refined our mission to "Making Lives Better through Technology." Driven by our passion for technology and our dedication to enhancing lives, we are positioned to continue innovating with purpose. Together with all stakeholders, we are committed to crafting a blueprint for a future that is not only sustainable but also thriving, green, and beneficial for everyone.

Richard Qiangdong Liu

Founder and Chairman of the Board, JD.com

Board Statement

The Board of Directors ("the Board") of JD.com takes full responsibility for the Group's ESG strategies and reports. We keep a close watch on the external socio-economic macro-environment, corporate development strategies and the latest ESG trends, and carry out comprehensive ESG assessment on a regular basis, allowing flexible adjusts for ESG management mechanisms and timely responses to ESG governance risks of all kinds. The Board authorizes the ESG Committee to review ESG strategies and monitor the progress of ESG work. The Strategy Executive Committee (SEC) leads the ESG Working Group, develops ESG strategies and priorities, continuously incorporates ESG-related risk management into daily code of conduct within the Group, and coordinates with the ESG leaders of the sub-groups and business systems to implement and promote ESG-related work.

The ESG Committee under the Board is responsible for overseeing ESG matters, and the SEC leads the ESG Working Group to provide special reports and progress reports to the Board, and to continuously follow up on the progress of ESG-related matters. During the reporting period, the Board participated in the comprehensive and systematic stakeholder surveys and special meetings conducted by the Group, identified and assessed 23 material issues and priorities, and ultimately delivered a matrix of material issues, which is fully disclosed in the section of "ESG Governance."

This report provides a detailed disclosure of how far JD.com has progressed and achieved in its ESG operations during 2023. This report, which underwent third-party moderate level of scrutiny (equivalent to limited assurance under ISAE 3000), is reviewed and approved by the Board.

About JD.com

JD.com adheres to the values of putting customers first, innovation, dedication, responsibility, gratitude and integrity. With the mission of being "powered by technology for a better life" and the core business philosophy of "low cost, high efficiency, quality products, competitive prices, and excellent service," JD.com strives to become the most trustworthy enterprise globally.

JD.com officially began its e-commerce business in 2004. In May 2014, JD.com was listed on the NASDAQ Stock Exchange in the United States, becoming the first comprehensive e-commerce company from China to successfully go public in the U.S. In June 2020, JD.com completed a secondary listing on the Hong Kong Stock Exchange, aiming to raise capital to invest in key technological supply chain-based innovations, further enhance user experience, and improve operational efficiency. In early 2017, JD.com began a comprehensive technological transformation and has so far invested nearly RMB130 billion in technology research and development.

JD.com is a leading supply chain-based technology and service provider. As a new real economy-based enterprise with core features of physical businesses and cutting-edge digital technologies and capabilities, JD.com leverages "a responsible supply chain" to drive the seamless fusion of its product, warehouse, and cloud networks. This integration ensures the stability and reliability of our supply chain while fostering the digital transformation of partners throughout the supply chain, enhancing cost efficiency and productivity, thereby effectively supporting the high-quality growth of the real economy.

Annual Honors and Awards

Ranked on the **Fortune Global 500 List** for **8** consecutive years, and ranked **52nd** globally in 2023

Selected for the **2023 Bloomberg Green ESG 50 List**

Won the **2023 Hong Kong Corporate Governance and ESG Excellence Awards** presented by the Chamber of Hong Kong Listed Companies and Hong Kong Baptist University

Selected for the **first** time in the **Dow Jones Sustainability World Index**

Selected for the **first** time in the ***S&P Global Sustainability Yearbook 2024*** and received the honor of the ***Industry Mover*** in the retail industry (the only one in the industry)

Selected for the **first** issue of the **S&P Global Sustainability Yearbook** (China Edition)

Ranked **again** on **Fortune China's Most Admired Chinese Companies**

Ranked as one of the **Forbes World's Best Employers** for **6** consecutive years

Selected for the **2023 Forbes China ESG Innovation Enterprises List**

Ranked **1st again** in the **"Top 500 Private Companies in China 2023"** by the All-China Federation of Industry and Commerce

Selected for the **2023 Fortune China ESG Influential List**

Named to the **TIME 100 Most Influential Companies**, becoming the **only** Chinese enterprise listed in the industry

In February 2024, JD.com won the **Gartner Power of the Profession™ Supply Chain Award**, becoming the **only** Asian company to receive this award

Annual Key Performance

01
A Pragmatic Vision Consolidates the Foundation of Responsibility

Percentage of female directors on the Board of Directors
42.9%

JD Group's Commitment to Anti-Corruption has been signed by **100%** of our employees (including full-time employees, interns, consultants, and other labor personnel)

100% of employees have completed anti-corruption, integrity, and compliance training

JD.com took the initiative in establishing a green supply chain technology sharing platform (patent pool), promoting the application of green and low-carbon technologies and patents in the supply chain field, with the first batch of **40** patents entering the pool

Number of breaches of information security and privacy protection
0

Amount of penalties received for information security vulnerabilities or other network security breaches
0

02
A Pragmatic Attitude Paves the Way for a Green Future

In 2023, JD Logistics invested a total of **17.03 million** circular plastic bags with an average usage of over **18.3** times per bag, saving an estimated **294.6 million** disposable woven bags

A total of **8,290** self-operated new energy vehicles for trunk and terminal transportation were put into operation, an increase of **2,872** vehicles compared with 2022, equivalent to an average annual reduction of **35,200** tonnes of greenhouse gases

A total of **14** parks under JD.com were awarded the "Green Warehouse Label," among which **9** are Level 1 (3-Star) Green Warehouses, and **5** are Level 2 (2-Star) Green Warehouses

JD Property has constructed photovoltaic power generation systems in **31** logistics parks, with a total installed capacity of **180** MW and an average annual power generation of **190,000** MWh[1], replacing thermal power and reducing carbon emissions[2] by **189,000** tonnes

As of December 2023, JD Property's self-invested and self-built photovoltaic projects had cumulatively generated **31,700** MWh of electricity

More than **15 million** old household appliances and furniture products were recycled through trade-in programs

Over **100** brands participated in the "Green Impact Initiative," with JD.com offering more than **3.56 million** green and low-carbon products

Over **66 million** users engaged in low-carbon, sustainable consumption on the JD platform, accumulating **122 million** green orders

[1]This data is estimated based on the effective power generation time of the project being 3 hours per day and the installed capacity.
[2]The calculation for the carbon reduction as a substitute for coal-fired power generation assumes that 1 kWh of electricity consumes 0.39 kilograms of coal, producing 0.997 kilograms of carbon dioxide.

03
A Pragmatic Approach Leads to Shared Development Outcomes

The **only** enterprise in the industry to be awarded the title of **"National Advanced Collective in Building Harmonious Labor Relations"**

JD.com's **gender equality case** was selected for the **United Nations Global Compact (UNGC) Case Studies**

The total number of JD's frontline staff exceeds **360,000**, of which **80%** are from rural areas

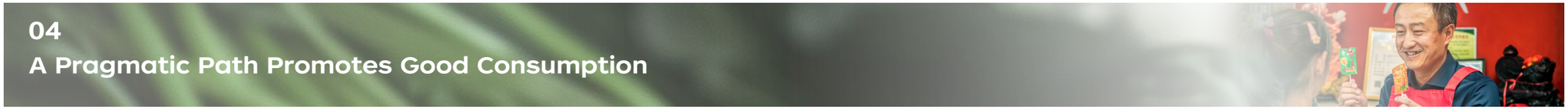
Collective Contract employee coverage rate **100%**

The employee training coverage reached **100%**, with an average training duration per employee of **40.7** hours

As of Q4 2023, the best inventory turnover days of self-operated commodities **30.3** days

Occupational health and safety training covers **all employees (including all outsourced employees)**

Annual employee satisfaction rate: **4.53** out of 5; Employee satisfaction survey responses: over **1.1 million**



04
A Pragmatic Path Promotes Good Consumption

Number of product recall incidents due to health and safety issues for JD.com's brands **0**

JD Foundation had donated RMB **122.067 million**

In 2023, JD.com's Anti-Fraud Center helped users directly prevent financial losses amounting to RMB **2.354 billion**

The second "Agricultural Specialties Shopping Festival" had cumulatively invested RMB **1 billion** in cash subsidies and traffic resources, supporting the high-quality development of over **2,000** agricultural specialty industrial zones

01

A Pragmatic Vision Consolidates the Foundation of Responsibility

JD.com consistently integrates corporate responsibility into its operations with a pragmatic attitude. We are dedicated to establishing a transparent and sustainable supply chain system, encouraging suppliers and partners to fulfill their social responsibilities through concrete actions. We consistently improve corporate governance, uphold business ethics, and ensure that our decisions and actions meet high standards of ethics and social responsibility.

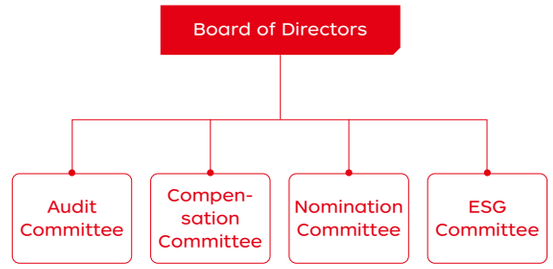
Corporate Management

Corporate Governance

JD.com consistently improves the board structure, risk governance, ESG governance, and compliance governance, responding pragmatically to the needs and expectations of stakeholders. We work together with all parties to achieve the long-term goal of building a sustainable supply chain.

The Board of Directors of JD.com has established an Audit Committee, a Compensation Committee, a Nomination Committee, and an ESG Committee to oversee the management of various affairs of the Group. These committees conduct professional reviews and provide guidance on the Group's policies, decisions, and strategies. Detailed information about the scope of authority of the Board and its committees, as well as the composition and profiles of Board members, are available on the Group's website of Investor Relations and the stock exchange's websites.

We underscore the independence, diversity, and expertise of Board of Directors. During nominations, we comprehensively consider diverse factors such as gender, age, cultural and educational background, race, skills, knowledge, professional experience, and tenure. As of the end of the reporting period, the Board had consisted of seven directors, including five independent directors and three female directors. Women make up at least one-third of the members in the Compensation Committee, Nomination Committee, and ESG Committee. Our Board members bring diverse professional backgrounds, spanning business administration, law, finance, accounting, economics, and social sciences, providing comprehensive guidance for the Group's strategic planning and decision-making. Annually, we solicit feedback from Board members on the overall performance of the Board through the Board of Directors Self-assessment Questionaire.



Board Structure of JD.com

Risk Governance

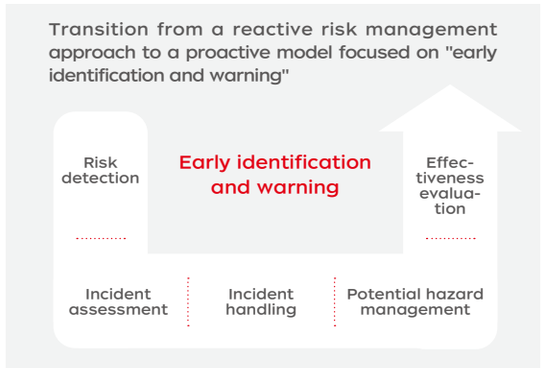
JD.com views risk governance as a crucial aspect of the Group's sustained and stable development. We have established a comprehensive risk governance system, engaging in risk identification and response. Risk awareness is also emphasized as a key component of group culture.

Risk Governance System

JD.com implements a full-chain risk control system, and establishes a comprehensive risk governance framework. This framework focuses on four key dimensions: regulatory security, legal security, operational security, and information security, ensuring that the Group's risk management efforts are conducted in a structured and orderly manner.

Risk Governance Framework of JD.com

We advance digital risk management and provide relevant training for business managers, thereby quantifying risk compliance and further enhancing the efficiency of risk governance. Additionally, we have established a sound and transparent risk reward and penalty mechanism, implementing a point deduction system for safety incidents. The annual internal control self-assessment results are incorporated as a significant part of the performance evaluation for heads of business groups and units. Through a clear reward and penalty mechanism, we refine risk management and encourage all departments to fulfill risk prevention responsibilities, thereby increasing risk awareness and response capabilities.



Risk Control Process at JD.com

Risk Identification and Response

JD.com annually conducts risk identification referencing the COSO[1] risk management framework and responses across nine key areas: strategic risk, investment risk, market risk, financial risk, legal compliance risk, operational risk (including technological risk), ESG governance risk, reputational risk, and integrity risk. Risk exposure was assessed and analyzed via a structured management process. In 2023, the three most significant risks we identified and their corresponding responses are as follows:

Key Risks and Responses for JD.com in 2023

Categories	Impacts on Business	Responses
Information Security Risks	User trust and brand image may be adversely affected due to the potential for cyber-attacks to cause events such as personal information and business data leaks or extortion, which can harm user rights and interests and business operations.	Strengthen the development of cybersecurity technologies and privacy protection, promptly conduct security monitoring and response, and establish comprehensive emergency plans.
Industry Competition Risks	China's retail industry, especially online retail, is highly competitive. If JD.com fails to compete effectively, it may struggle to maintain or could lose market share and customers. Additionally, emerging technologies may intensify competition within the retail sector. New business models may also emerge, such as those based on new social media platforms or social commerce.	Focus on the three core elements of cost, efficiency, and experience to consistently build unique industry competitiveness, providing consumers with an unparalleled shopping experience of the utmost in selection, speed, quality and value.
Risks of Uncertainty in Consumer Market	The retail industry is highly sensitive to macro-economic changes. Our revenue and financial performance largely depend on the economic conditions in China and globally, as well as the specific online retail economic climate.	Closely monitor economic trends in China and globally, and research and analyze changes in consumer demand in major markets such as China. Control operating costs by strengthening the logistics network, improving comprehensive utilization through economies of scale, enhancing the integration of the logistics network, and leveraging smarter decision-making to improve operational efficiency.

[1] COSO, Committee of Sponsoring Organization of the Treadway Commission.

Moreover, we identify and respond to emerging risks, and have pinpointed the two most significant emerging risks that could impact the Group's development.

Emerging Risks and Responses for JD.com

Categories	Impacts on Businesses	Responses
Risks Emerging from AI	New technologies such as AI pose technological challenges to security defenses through deepfakes, automated attacks, and information pollution.	Enhance the research and protection of AI systems security, while leveraging AI technology for security innovations to consistently improve capabilities related to network and data security.
Geopolitical Risks	The intensifying competition and friction among major global economies may increase operational uncertainties, negatively impacting our business operations, expansion, and overall performance. Compliance costs may also rise due to adherence to trade restrictions and sanctions to avoid penalties for illegal activities, even if unintentional. Escalating geopolitical conflicts could also lead to skyrocketing energy prices and social unrest, further amplifying these risks.	Closely monitor policy trends and legislative developments in relevant countries to proactively mitigate risks. Strengthen research on new compliance requirements to ensure adherence.

During the reporting period, to ensure the stable and smooth operation of systems during major promotional events such as "618" and "Double 11," JD.com conducted a series of risk assessments and stress tests during technical drills. This process not only promptly and effectively identified and addressed potential risks, but also enhanced the Group's overall risk assessment and response capabilities, ensuring the controllability of risks during major events.

Risk Assessment and Stress Testing

Comprehensive System Capacity Assessment

We consistently optimize our system capacity assessment and planning framework. This includes precise capacity assessments at various scales - from application-level, system-level, and link-level to full-chain level across single machines, clusters, units, single data centers, and entire data centers, ensuring the rational deployment of services/applications across all data centers.

Mature Drill Implementation Mechanism

To enhance the fidelity and efficiency of stress testing for large-scale promotional events, we have developed a comprehensive and efficient stress testing solution. The solution includes sustainable iterative improvements covering stress test planning, execution, performance issue diagnosis, traffic recording and playback, problem troubleshooting, and fault diagnosis and handling.

Sound Emergency Response Mechanism

For random issues arising from unexpected incidents, we have developed a comprehensive emergency response mechanism. This includes pre-incident planning and drills, real-time issue detection, diagnosis, and execution, as well as post-incident review and knowledge accumulation. By integrating insights from stress tests and historical fault experiences, we consistently enhance our diagnostic and response capabilities.

Risk Awareness and Culture

JD.com cultivates risk awareness among all employees through improving work processes and training, establishing a culture of risk management within the Group. We have implemented strict review procedures for our products and services, incorporated risk prompts in self-assessment modules, and conducted detailed assessments for key strategic projects on a case-by-case basis. Additionally, we provide risk management training to all relevant stakeholders, including business management, e-commerce operators, supporters for operation service, and etc. In 2023, we conducted 25 risk management training sessions through a combination of online and offline approaches, with over 2,900 participants.

Furthermore, we have established effective risk feedback channels and a joint prevention and control mechanism, supported by a reliable way to report risk-related issues. When a risk is reported, the system directs it to the primary responsible department head, who then assigns it to the appropriate handler. The entire handling process and results are recorded in the system ensuring transparency in the process.

Risk management training sessions

25

Participants

Over 2,900

ESG Governance

JD.com has established a top-down ESG governance structure led by the Board of Directors, integrating ESG governance comprehensively into the Group's management system. Compliance management, information security and privacy protection, business ethics and anti-corruption, and energy consumption targets are included as ESG performance indicators in management evaluations. By linking ESG performance to compensation, we ensure sustainable development receives adequate attention and effective management.

Board of Directors

ESG Committee

- ESG Committee oversees Group-related ESG matters, such as environmental sustainability, implementation of environmental management policies, improvement of environmental performance, business ethics, product safety and service quality, employee training and development, diversity and inclusiveness, community support, and privacy and data security.
- The Committee helps the Board to identify and assess the Group's ESG-related risks and opportunities.
- The Committee guides and reviews the development of the Group's ESG strategies and plans, ESG-related practices, and significant public disclosures and reports related to ESG matters.

Strategy Execution Committee (SEC)

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

ESG Working Group

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

ESG representatives from subsidiaries and business units

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

ESG Governance Structure of JD.com

Stakeholder Engagement

JD.com is committed to establishing an open and transparent communication mechanism to ensure active interaction and effective communication with stakeholders. We value the feedback of stakeholders, and carefully listen to their concerns and expectations. This ensures that our business decisions and actions fully consider the interests and concerns of all parties, and effectively respond to their expectations and demands.

Stakeholder Engagement Mechanisms

Stakeholders	Consumers	Employees	Shareholders and Investors	Government and Regulatory Bodies	Partners on the Value Chain	Communities and Environment
Material Issues[1]	■ Product and service quality ■ Consumer relations ■ Protection of employee rights and interests ■ Data security and privacy protection ■ Business ethics and anti-corruption	■ Product and service quality ■ Consumer relations ■ Protection of employee rights and interests ■ Data security and privacy protection ■ Business ethics and anti-corruption ■ Employee development and talent training	■ Data security and privacy protection ■ Corporate governance ■ Technological innovation and accessibility ■ Supplier management ■ Product carbon footprint ■ Diversity, equity and inclusiveness ■ Promote high-quality employment ■ Employee hiring and rights and interests protection	■ Data security and privacy protection ■ Employee hiring and rights and interests protection ■ Consumer relations ■ Technological innovation and accessibility ■ Public welfare and charity ■ Rural revitalization and common prosperity	■ Data security and privacy protection ■ Product and service quality ■ Business ethics and anti-corruption ■ Consumer relations ■ Protection of employee rights and interests	■ Public welfare and charity ■ Occupational health and safety ■ Protection of employee rights and interests ■ Employee development and talent training ■ Data security and privacy protection ■ Intellectual property protection
Communication	■ Continuous online and offline communication (Apps/websites/stores) ■ 24/7 customer service hotline ■ Daily media communication ■ Social media communication ■ Consumer surveys	■ All-staff emails, communication meetings, forums, employee representative congress, training sessions and feedback mechanisms ■ Employee service hot-line, bigear@jd.com, the Group's trade union, the Group's anti-corruption reporting channels	■ Phone calls, meetings and company visits ■ Corporate annual reports, quarterly reports and announcements ■ Roadshow ■ Daily communication on sustainable development and ESG-related issues	■ Daily reporting, communication and policy recommendations ■ Irregular industry forums and conferences ■ Field investigation ■ Cooperation agreements signing and strategic partnership establishment ■ Respond to inquiries for listed companies from regulatory bodies	■ Daily procurement, training, and evaluation ■ Irregular industry forums ■ Supplier conferences ■ Regular media communication ■ "Jing Dian" Academy, "Jing Mai" Platform	■ Public welfare programs and fund-raising platforms ■ Regular media communication ■ Social media communication ■ CSR forums and activities ■ Volunteer activities

[1] The material issues are identified based on the results of JD.com's ESG materiality analysis, combined with the daily communication with JD.com's stakeholders.

Material Issues

JD.com conducts at least one material issue identification and analysis annually to ensure a comprehensive understanding and timely response to important issues related to the Group's strategy, operations, and ESG goals. We systematically survey and analyze internal and external environmental changes and trends regularly. Through stakeholder engagement, we understand their concerns and expectations, adjusting the indicators and content of material issues accordingly. We distribute ESG stakeholder surveys to internal executives, employees, and external stakeholders to gauge their attention to various ESG topics. 23 strategic issues that contribute to sustainable value co-creation were ultimately identified and organized into a materiality matrix.

Material Issue Identification Process

Identification of material issues

- Based on the material issue list of JD.com in 2022, and in accordance with the *ESG Reporting Guide* from the Hong Kong Stock Exchange (HKEX), the *ESG Reporting Guide 2.0* from the Nasdaq, and with reference to ESG rating standards in capital markets, and changes in internal and external environments and industry development trends, JD.com sorted, summarized and updated the issues through peer benchmarking, media monitoring, and stakeholder communication.
- In 2023, we identified 23 material issues, with some updates and adjustments compared to 2022.

Stakeholder engagement

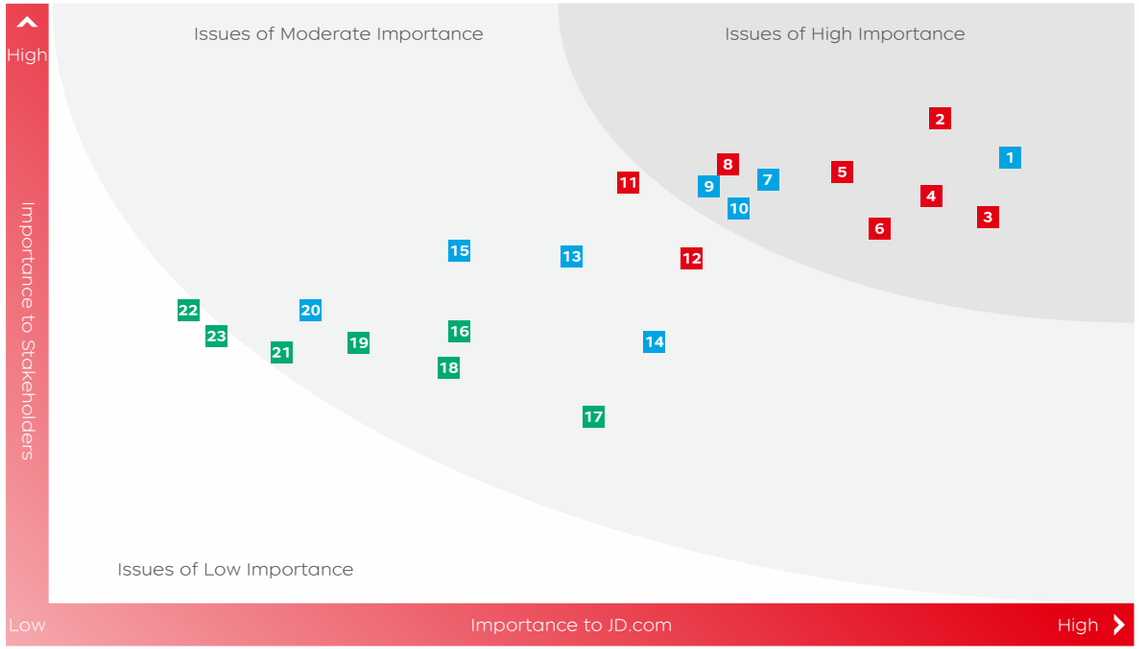
- Questionnaires: We distributed questionnaires to both internal and external stakeholders through a variety of channels, including email and WeChat, to collect their opinions and the importance they place on the Group's ESG material issues. A total of 3,221 valid questionnaires were collected.
- ESG Meetings: We initiated special communications on ESG material issues through ESG meetings targeting specific stakeholders.

Matrix development and adjustment

- We drew the materiality matrix based on the survey results.
- Material issues were adjusted and confirmed by the leadership and ESG Working Group based on industry trends, peer benchmarking, capital market concerns, and the Group's development strategy.

Review of materiality matrix

- The adjusted materiality matrix was submitted to the Board's ESG Committee for review and confirmation, forming the final version of the matrix.



Materiality Matrix of JD.com in 2023

■ Environmental ■ Social ■ Governance

Material Issues of JD.com in 2023

Environmental

- 16 Energy Management
- 17 Packaging Management
- 18 Climate Change Response
- 19 Operational Impact on the Environment
- 21 Product Carbon Footprint
- 22 Water Management
- 23 Waste Management

Social

- 1 Product and Service Quality
- 7 Consumer Relations
- 9 Occupational Health and Safety
- 10 Employee Development and Talent Training
- 13 Rural Revitalization and Common Prosperity
- 14 Employee Employment and Rights Protection
- 15 Philanthropy and Charity
- 20 Diversity, Equity and Inclusion

Governance

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

Compliance Governance

JD.com upholds the philosophy of "Achieving Success the Right Way" and integrates the concept of "Compliance Enables Development" into all business activities. We have established a comprehensive compliance management system, starting from "one philosophy," building "Three Lines of Defense" and implementing compliance management across "five dimensions." Through comprehensive promotion, joint accountability, and targeted rewards, we ensure that all business activities are legal and compliant.

In 2023, amid the growing popularity of large AI models both in China and beyond, we undertook a series of special initiatives focused on the compliance of cross-border personal data transfers and data algorithm compliance.

Regarding cross-border personal data transfers, we passed the tiered review by regulators and completed the security assessments for the cross-border data transfers of JD Retail's global shopping and JD Logistics' cross-border logistics businesses. This further improved the Group's cross-border data transfer evaluation mechanism, ensuring the compliant development of our international operations.

Regarding data algorithm compliance, we have developed multiple compliance guidelines and manuals related to data algorithms. We have embedded relevant laws and regulations into the business system processes of large language model-related applications, promotes the integration of compliance concepts such as data security, personal information protection, content security, and trade secret protection into algorithm design and product interactions. This enables self-driven compliance assessments within the business. During the reporting period, we have completed the filing of JD Mall's personalized recommendation algorithm and JD Yanxi's large language model algorithm, advancing the Group's compliance in data algorithms.

To enhance compliance awareness among all employees, during the reporting period, we have conducted group-wide compliance training and exams online. The training covered courses such as "Integrity Compliance," "Information Security," and "Legal Compliance and Trade Secrets," achieving a 100% employee coverage rate. Different versions of the courses were developed for professional positions, management positions, and frontline staff to meet the specific needs of employees at different levels, ensuring that the compliance training was closely aligned with business needs. Additionally, we established a 24/7 online consultation group to promptly address any issues employees encountered during their learning. Through the online system, we assigned tasks and set expiration reminders for employees, enabling timely monitoring of learning progress and follow-up, thereby improving the efficiency of compliance training.

Compliance Training and Examination for All Employees

One Philosophy

"Achieving Success the Right Way"

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

Three Lines of Defense

First line of defense

All Employees

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

Second line of defense

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

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

Third line of defense

Independent Supervision and Audit Team

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

Five Dimensions

Legal and regulatory compliance

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

Anti-corruption compliance

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

Information security compliance

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

Audit compliance

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

Transaction risk control

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

Compliance Implementation Mechanism

Full publicity and implementation

JD.com ensures all employees are fully aware of compliance policies through promotion and implementation.

Joint accountability

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

Targeted Rewards

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

Compliance Management System of JD.com

Business Responsibility

JD.com upholds the principle of "undertaking substantive, valuable, long-term actions."

We value integrity in business ethics, guarantee strict information and privacy protection, and leverage outstanding technological innovation and proper intellectual property protection, staying committed to creating pragmatic, beneficial, positive, and long-term impacts for society, the environment, and stakeholders.

Business Ethics

Since its establishment, JD.com has always adhered to the business values of "Honest Operation and Achieving Success the Right Way," resolutely opposing corruption, bribery, extortion, fraud, monopoly, and unfair competition, thereby shaping a corporate culture of integrity, incorruptibility, and fair competition.

System Construction

JD.com adopts a zero-tolerance policy towards corruption and has established "Three Major Measures" for anti-corruption management as well as a "Three Lines of Defense" risk assessment system for anti-corruption and integrity. The Board of Directors regularly receives reports on anti-corruption and business ethics and assesses the overall quality of management's execution to ensure issues are handled transparently and proactively. The Supervision Department, authorized by JD.com, is dedicated to investigating corruption activities. It is responsible for conducting irregular self-inspections, corruption prevention, investigations, and governance. The department reports directly to the CEO on the results of corruption investigations, thereby ensuring independence and objectivity in the handling and investigation of reports.

Building the "Sunshine Integrity Alliance" with Industry Partners

As of the end of 2023, the Sunshine Integrity Alliance had served more than 850 member companies. During the year, it released *the Analysis Report on the Fraud Cases of the Enterprises Employees in the Internet Industry* and *the Guidelines for Evaluating the Maturity of Corporate Integrity and Compliance Management*. In January 2024, the alliance published and distributed *the Practical Guidelines to Corporate Integrity and Compliance*, with further efforts to lead and promote the co-construction and ecological cooperation of corporate internal corruption governance systems.

Analysis Report on the Fraud Cases of the Enterprise Employees in the Internet Industry

Practical Guidelines to Corporate Integrity and Compliance

Anti-Corruption Management

In terms of internal management, JD.com requires all full-time employees to sign the *JD Group Employee Handbook* and the *JD Group's Commitment to Anti-Corruption*. Interns, consultants, and other temporary personnel also need to sign the *Commitment to Comply with JD Group's Anti-Corruption Regulations*, ensuring a 100% coverage rate in 2023. In addition, JD.com links employee compensation with anti-corruption management performance, effectively preventing and managing corruption. For employees who violate *the JD Group Anti-Corruption Regulations*, JD.com has the right to dismiss them and cancel all granted options and stocks.

JD.com conducts unscheduled anti-corruption internal audits every year. During the reporting period, JD.com concluded 190 internal corruption investigations. Another six employee corruption cases (including cases transferred over from the preceding years) lawfully transferred by JD.com to the judiciary were concluded during the reporting period. There were 0 corruption litigation cases having JD.com as either the plaintiff or defendant.

In 2023, no insider trading[1] incidents occurred within JD.com.

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

Anti-Monopoly

JD.com firmly believes that fair competition is the core of the market economy. Monopolistic practices such as forcing the "either-or" choice not only limit market competition, harm the legitimate rights and interests of brands, merchants, and consumers, but also compromise the innovation and vitality of market development. In 2023, JD.com was not subject to any penalties related to anti-monopoly and unfair competition cases.

JD.com Won Lawsuit Against Alibaba for "Either-Or" Choice

On December 29, 2023, Beijing High People's Court issued a first-instance judgment in the case of JD.com versus Zhejiang Tmall Network Co., Ltd., Zhejiang Tmall Technology Co., Ltd., and Alibaba Group Holding Limited on a monopoly practice. The court found that they abused their dominant market position to implement the "either-or" choice, causing severe damage to JD.com, and the court ordered them to compensate JD.com with RMB 1 billion. The court made a fair judgment and it highlights JD.com's determination to maintain market fair competition through the rule of law.

Innovative Practice

In 2023, JD.com focused on group corruption by adopting the principle of education as the main approach and punishments as supplementary. The combination of the crackdown on a series of cases with the initiative of employees to report themselves helped the transition from investigating individual cases to governing similar cases, eliminating loopholes while balancing the cost, efficacy, and sensitivity of risk management.

Integrity Risks

- **Qingyuan Initiative:** In 2023, the Supervisory Department fully collaborated with the CFO, the CHO, JD Retail, JD Logistics, JD Industrials, and other systems and business areas in launching the initiative. We focused on key links such as talent recruitment, business cooperation, and household safety, and applied the capabilities of identifying personnel integrity risks and corporate integrity risks. The aim was to customize advanced warning strategies for integrity risks in key areas and critical links, expand the scope of foreseeing integrity risks, improve the integrity risk prevention and control system of various business departments, and secure digital applications and preparation of risk management and control.

- **Special Initiative on Integrity Risk Management in Key Retail Areas:** Focusing on integrity risks in key retail areas, we conducted in-depth research on business logic, established a risk identification model, and employed JD.com's integrity co-governance system. With these three lines of defense, we created a comprehensive approach featuring "Early Warning, Crackdown, and Governance" to achieve the transition from managing individual cases to handling similar cases together, eliminating loopholes.

Building a Culture of Business Ethics

JD.com prohibits any form of commercial bribery. During the reporting period, we conducted online learning and examinations on business ethics and anti-corruption compliance education for all employees, achieving a training coverage rate of 100%.

To help partners better understand our integrity and compliance concepts and business transaction requirements, we conducted special lectures on integrity and compliance, working together with suppliers to maintain a business environment of integrity and fairness.

Integrity and Compliance Presentations for Suppliers and Partners

In 2023, JD.com held three integrity and compliance lectures for its suppliers and partners, with a total of 2,266 participants. The lectures covered the right business values of integrity, the integrity and compliance system and regulatory requirements, typical corruption cases, and the channels for reporting corruption within JD.com, aiming to create a fair and honest business environment together with the suppliers.

Integrity and Compliance Promotion for Bidding and Procurement Partners

The 6th Enterprise Integrity and Compliance Summit

In October 2023, the Sunshine Integrity Alliance held its 6th Enterprise Integrity and Compliance Summit at the headquarters of JD.com with the theme of "Promoting High-Quality Development of Enterprises through Integrity and Compliance." Nearly 200 member companies and 300 corporate representatives were invited to discuss corporate integrity and compliance governance and explore trends in the high-quality development of enterprises.

At the summit, JD.com shared the plan for the construction of a system for preventing integrity risks, and launched the *Initiative on Promoting the Construction of Integrity and Compliance System for Private Enterprises*, advocating for the integration of a culture of integrity throughout the entire corporate governance process.

JD.com's Chief Compliance Officer Delivers A Speech

Standard Certification and Honors

As a participant of the United Nations Global Compact (UNGC), JD.com continuously improves the development of its business ethics system and carries out comprehensive and high-standard anti-corruption and compliance management. In 2023, two of our main entities passed the ISO 37001 system certification and obtained certificates. We also require our other main entities to benchmark against internationally recognized standards and requirements for internal management and self-inspection, advocating for more main entities to undertake business ethics certification.

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

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

In 2023, JD.com was awarded the Integrity and Compliance Innovation Award for Private Enterprises by the Judicial Research Association of Shanghai Law Society, the Criminal Law School of East China University of Political Science and Law, and other organizations.

Reporting Channels and Whistleblower Protection

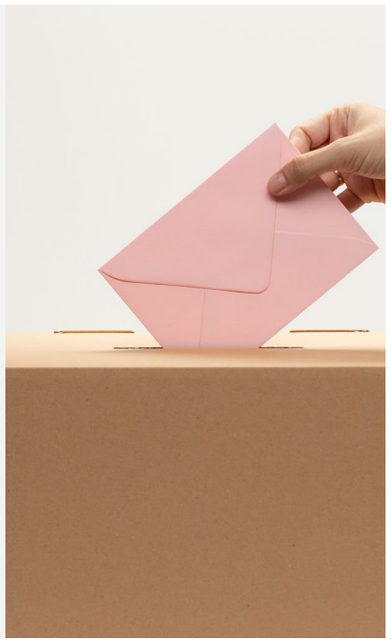
JD.com provides multiple public reporting channels such as telephone, email, letters, and an "Integrity JD" QR code to effectively prevent and combat corruption, bribery, and other illegal and non-compliant behaviors. In 2023, JD.com developed a compliance bot capable of automatically replying to employees' questions related to anti-corruption, helping employees clarify the definition and standards of business ethics compliance, addressing inquiries, and providing daily behavior guidelines. Additionally, employees can consult on business ethics through "JD ME-Integrity JD," where specialists will answer their questions.

JD.com adopts a zero-tolerance policy towards corruption and deals with it strictly once verified. For objectively valid and verified internal violations reported, we will reward the whistleblower with a cash prize based on the value of the information and the final investigation results of the case. In terms of external collaboration, if a supplier bribes an internal staff member, and that member reports it truthfully and the act is verified, they will receive a reward of 50% of the refused amount.

In terms of whistleblower protection, JD.com relies on *the JD Group Whistle-blower Protection and Reward System* to fully safeguard the legitimate rights and interests of whistleblowers from infringement, strictly implementing confidentiality provisions at every stage including report acceptance, investigation, and handling. We have established a "Special Protection List" for entities or individuals who report under their real names, while also allowing whistleblowers to report anonymously or under a pseudonym. For any personnel who violate confidentiality provisions or retaliate against whistleblowers, we will deal with them seriously, including pursuing their legal or criminal responsibility.

Public reporting channels:

1. Telephone: 400-601-3618, ext. 4
2. Email: jiancha@jd.com
3. Mailing address: Supervision Department, Tower A, Building No. 1, JD.com Headquarters, Kechuang 11th Street, Beijing Economic and Technological Development Zone
4. QR code:
5. By appointment
6. Other means deemed appropriate by the whistleblowers



Information Security and Privacy Protection

As a new type of enterprise with both physical presence and digital capabilities, JD.com positions itself as a guardian of the digital age. We strive to enhance the basic data security management capabilities, improve the compliance of secure operations, and effectively avoid information security risks.

Information Security Management System

To ensure our business operations comply with the latest legal regulations and supervisory standards, we have developed 52 information security and privacy protection systems and norms regarding consumers, customers, suppliers, partners, employees, and other relevant entities. During the reporting period, we also focused on revising 13 key information security management systems, including *the Application Development Security Lifecycle Management Regulation of JD Group, the Data and Privacy Security Management Regulation of JD Group*, and *the Network Security Management Regulation of JD.com*, as well as over 30 supporting implementation details to effectively safeguard the information security of all business lines during the production and operation stages.

JD.com has also formulated management regulations such as *the Supply Chain Security Management Regulation of JD Group* and the *Third-Party Partner Information Security Management Rules of JD Group* for third-party partners involved in data or system integration, including suppliers. These regulations explicitly require cooperating suppliers to fulfill their responsibilities and obligations regarding data security. They reserve the right to conduct spot checks or reviews on the information security management of suppliers and other third-party partners under appropriate circumstances. By regulating the behavior of partners in each stage, JD.com effectively prevents potential information security risks.

We have established a three-level information security and privacy protection management structure consisting of the Security and Risk Control Committee, the Data Security and Privacy Compliance Working Group, and the Security Execution Working Group, creating a multi-tiered data security defense system with strict control at every level. The Security and Risk Control Committee, serving as the highest management body for information security and privacy protection, is headed by the Chief Compliance Officer (CCO) and includes various technology vice presidents as members. It comprehensively oversees and guides the work on information security and privacy protection and regularly reports to the Board of Directors and the Strategy Execution Committee (SEC).

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

[1] JD Security Response Center (security.jd.com).

Information Security Compliance

To ensure the effectiveness and reliability of the information security management system, JD.com regularly conducts audits on information security policies and systems. A comprehensive risk assessment of potential information security risks within JD.com is carried out once every six months, and the information security system is subjected to at least one external and at least one internal audit annually. Relying on the dual scrutiny of third-party and internal professional teams, JD.com ensures the effective implementation of information security measures, effectively building a solid data security barrier.

Additionally, we have established a comprehensive information security monitoring mechanism, continuously conducting vulnerability scanning in key areas such as network traffic, application systems, infrastructure, and source code to identify and address potential security risks promptly. We also use the JD Security Response Center[1] as a channel to collect vulnerabilities and threat intelligence related to our products and continuously conduct vulnerability testing through crowdsourced security testing. We will immediately initiate the repair process if any medium-risk or high-risk security vulnerabilities and potential risks are discovered.

- 24/7 real-time monitoring of networks, logs, and traffic
- Source code scanning before system releases
- Regular full-network asset vulnerability scanning

JD.com's Information Security Monitoring System

To effectively respond to information security incidents, we have also developed a scientific and efficient security emergency response mechanism for different types of security incidents. This involves classifying the severity based on their impact and clearly defining the procedures for handling and response, thereby achieving closed-loop management of security emergency incidents.

2023

Number of breaches of information security and privacy protection

0

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

0

JD.com's External Information Security Audit in 2023

- The CAICT conducted vulnerability scanning on JD.com's system.
- The State Information Center conducted penetration testing.
- The National Computer Network Emergency Response Technical Team (CNCERT) conducted privacy compliance technical inspections.
- The National Computer Virus Emergency Response Center (CVERC) conducted security vulnerability scanning and privacy compliance technical inspection.

In 2023, JD.com's retail, logistics and other core business systems were independently subjected to penetration testing by the State Information Center, an external assessment organization, in the course of routine Network Security Level Protection Evaluation. By means of real-world attack and defense drills by external agencies, no medium- or high-risk security risks and vulnerabilities were found in JD.com's business systems.

JD.com has continuously carried out information security certification, obtaining multiple authoritative information security system certifications both domestically and internationally, covering over 80% of our business. In 2023, JD Logistics received the Data Security Management Certification from the China Cybersecurity Review, Certification and Market Regulation Big Data Center (CCRC) and the Level 3 Certification of CAICT's Data Security Maturity Model (DSMM), becoming the first logistics enterprise in China to obtain such certification in the warehousing and distribution scenario. We have worked together with third-party consulting agencies to promote the GDPR[1] compliance process. We have completed GDPR security and compliance for our MCA business, thereby guaranteeing data security and adherence to regulations for our business in Europe.

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

Data Security Management Maturity (DSMM) Level 3 Certification

ISO 27001

Information Security Management System Certification

ISO 27701

Privacy Information Management System Certification

ISO 27799

Personal Health Information Security Management System Certification

CCRC

Data Security Management Certification

App Security Certificate

App Information Security Certificate

Information System Security Protection Level 3 Certification

[1] GDPR, General Data Protection Regulation.

JD.com also conducts regular information security emergency simulation tests and drills. We work to understand the security status of internal systems through practical exercises, conduct an in-depth analysis of identified issues, and make corresponding adjustments and optimizations to the information security defense system based on the analysis results to test and enhance the ability to respond to sudden information security incidents. In 2023, JD.com held 24 internal and external information security drills, involving key areas and dimensions such as security system stability exercises during major promotions, real-world attack and defense exercises, phishing exercises, account security red-blue confrontations, and data penetration confrontations, improving our comprehensive capabilities to protect information security.

JD.com also actively participated in and promoted the standard setting in the field of information security and privacy protection. By conducting in-depth cooperation with industry peers, experts, scholars, and regulatory bodies together, we explore and research new technologies, new methods, and new standards for information security and privacy protection, empowering the development of information security.

Building a Culture of Information Security

To further enhance awareness of information security, JD.com conducts annual information security and privacy protection promotion and training activities for all employees, including full-time employees, interns, and other labor personnel, as well as suppliers, contractors, and other partners. This is supplemented by a corresponding examination mechanism to ensure that each participant can fully understand and master information security knowledge. We also carry out precise and efficient training courses according to the different responsibilities and work scenarios of our employees. During the reporting period, JD.com's information security training introduced four new training scenarios: onboarding for outsourced staff, onboarding for frontline couriers, JAVA security development, and application for access to the logistics big data platform.

In 2023, JD.com conducted a total of 93 special training sessions on information security and privacy protection, covering all management levels, ordinary employees, and frontline workers. The special training and examination totaled 445,000 hours, with approximately 1.2 million training examinations complemeted, and a coverage of 100%.

Special training sessions on information security and privacy protection with an examination coverage of

100%

JD.com's Cybersecurity Publicity Week

In September 2023, JD.com held a multi-dimensional cybersecurity publicity week event through a combination of online and offline interactive methods. This not only effectively enhanced the employees' knowledge base on information security but also greatly increased their enthusiasm and proactivity in participation, strengthening the information security defenses together with the employees.

▪ Offline Interactive Exhibition

JD.com organized the first offline interactive experience event, with interesting and engaging games to convey to employees' information security and privacy protection awareness, including data classification and grading protection, anti-phishing, secure office practices, secure meetings, and privacy protection knowledge, along with the concept of "I am the primary person responsible for security." More than 1,000 employees participated in the event offline.

JD.com's Offline Cybersecurity Interactive Exhibition

▪ Online Interaction on Security Knowledge

We updated themes daily for the online knowledge Q&A interactive activities, covering various topics such as cybersecurity, data security, anti-phishing, office security, and trade secrets. A total of 17,195 employees participated in the online interactions.

▪ Publicity Through Activities

Online promotion:

Through the all-staff push on JD ME, posting on the major announcement board of the office software, carousel images, and other means, we promoted Cybersecurity Week.

Offline promotion:

We produced posters on daily office, phishing prevention, trade secret protection, and Cybersecurity Week, as well as launched promotional videos, covering more than 40,000 employees with offline promotions.

▪ Employee Security Perception Survey

JD.com conducted an information security perception survey among employees and collected 7,013 questionnaires. We carried out a detailed analysis and organization of the collected questionnaires to gain an in-depth understanding of employees' perceptions and views on information security, providing strong support for further optimization of the information security management system.

Questionnaires collected from information security perception survey

7,013

Personal Information and Privacy Protection

Based on a comprehensive security and privacy management system, JD.com implements the corporate responsibility to protect user personal privacy. We strictly control the work of internal information security and privacy protection and incorporate it into the employee performance evaluation system. Once an employee is found to violate relevant policies, disciplinary actions such as email reminders, warnings, demerits, or dismissal will be taken according to the severity of the breaches. If an employee is suspected of violating national laws and regulations, we will immediately initiate legal proceedings and pursue legal responsibilities according to the law.

JD.com's User Privacy Protection Mechanism

Collection

- Collect personal information based on product and service processes, follow the principles of minimum data permissions and necessity, and inform users of the nature and purpose of the collected information.
- Provide users with the right to access, correct, and delete personal data, as well as to cancel their accounts.

Storage

- Establish a data classification and grading system, data security management specifications, data security development regulation, and other management mechanisms to ensure the confidentiality of personal information.
- Combine the provided services and legal regulations to determine a retention period of no less than three years from the date when the transaction is completed. If the retention period expires, users' personal information will be deleted or anonymized according to applicable legal requirements.

Third-party data management

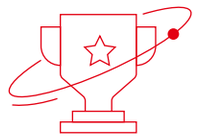
- Except for necessary scenarios such as completing transactions and providing services, we will not share users' personal information with any other companies or organizations.
- Sign data protection agreements with suppliers and other third-party partners, inform users in detail about the purposes of entrusting, sharing, and transferring information, and clarify the responsibilities, obligations, and requirements of both parties in protecting user data.
- Require third-party partners to carry out at least one internal information security and privacy protection audit annually and actively cooperate with JD.com's information security audit work, reserving the right to spot-check or review the information security management of these partners under appropriate circumstances.

JD.com has also established a comprehensive and efficient privacy impact assessment mechanism. Any business activities or R&D testing involving users' personal information must undergo strict privacy impact assessments and regular audits, which produce professional and easy-to-understand inspection reports. This provides clear compliance guidelines for business teams, comprehensively enhancing privacy compliance supervision and detection capabilities. In 2023, JD.com conducted in-depth Data Protection Impact Assessments (DPIA) for all product systems at the initial development/iteration process. According to standards such as ISO 27001, JD.com made progress in rectifying information security issues identified during internal and external audit processes.

Technological Innovation

JD.com regards technological innovation as the engine for promoting sustainable development of the enterprise and stays committed to improving the quality of life for more people powered by technological innovation.

In 2023, considering the rapidly changing market environment and the growing user demand, we focused our primary research on digital supply chains and AI large language models, making significant progress. We also actively applied our innovative achievements, allowing more merchants to enjoy a more efficient digital supply chain and more users to enjoy better shopping experiences.



In 2024, JD.com won the Process or Technology Innovation of the Year award in the Gartner Power of the Profession Supply Chain Award[1], becoming the only Asian company to receive this award.

Digital and Intelligent Supply Chain

JD.com is committed to creating a more efficient supply chain through multi-party collaboration, combining the best practices of a large number of leading enterprises and the valuable experience of JD.com's supply chain development. This effort helps businesses transcend the data silos in traditional business management models and build a secure, stable, and digital supply chain system covering points, lines, and networks in and out of the system.

By leveraging the digital, intelligent, and scalable supply chain infrastructure, JD.com has achieved a globally unparalleled inventory turnover of 30.3 days for its over 10 million SKUs of self-operated goods. After optimizing supply chain costs and efficiency, we empower brands and vendors to achieve greater cost savings and operational efficiency. Throughout the 2024 JD.com Chinese Lunar New Year Shopping Festival, our intelligent supply chain system generated more than 620,000 daily recommendations for supply chain actions such as restocking and inventory reallocations, thereby empowering brands and vendors to more accurately forecast demands, guide productions, and arrange inventories.

The TaiPu digital supply chain solution provided by JD Industrials has covered a wide customer base in China's industrial supply chain technology and service market, which has served about 6,900 key enterprises and more than 2.6 million small and medium-sized enterprises. Key customers include about 50% of Fortune China 500 companies and over 40% of the Fortune Global 500 companies operating in China[2].

[1] Gartner Power of the Profession Supply Chain Award has been held for ten years as a renowned award around the world for measuring the innovative capabilities of enterprise supply chains.

[2] The data comes from the prospectus submitted to the Hong Kong Stock Exchange by JD Industrials in 2022, and the relevant data for 2023 has not been compiled yet.

AI Large Language Model

In 2023, JD.com continued to explore technical innovation and the application of AI large language models in business domains. Through profound technical applications in large language models, Natural Language Processing (NLP), Computer Vision (CV), etc., we have significantly enhanced the effectiveness of our AI large language models in multiple scenarios. In addition, retail technology witnesseses continuous innovation, applying AIGC to advertising creative generation, customer service scenarios and supply chain management to further improve supply chain efficiency and user experience.

In 2023, the AIGC application “Jingyan” was launched. Through innovative technologies such as feedback-based prompt optimization, session segmentation, alignment enhancement of human preference instructions, and flexible multi-path retrieval, it consistently innovates to deliver an efficient and convenient shopping experience for users.

E-commerce creative materials contain a large amount of intuitive information about products. Excellent materials capture consumer attention swiftly and foster an emotional bond. Nevertheless, current creative efforts are largely manually crafted, constrained by efficiency and cost. The technology team at JD Retail has harnessed AIGC to pioneer advancements in image creation, copywriting, and integrated text-image content, thereby automating the production of high-caliber advertising creativities.

JD Retail’s Jiushu Algorithm Middle Office has introduced a holistic solution set for large language model applications, which is anchored by an application framework that integrates the ReAct framework, Instruction Tuning (SFT), and Retrieval-Augmented Generation (RAG) technologies. It supports large language models in acquiring domain-specific knowledge, enhancing their autonomous decision-making capabilities, and improving the accuracy of information processing. This integrated approach facilitates business professionals to streamline the fine-tuning, deployment, and application of large language models, ensuring implementation in business scenarios.

By the end of the reporting period, JD.com had completed the implementation of large language models in intelligent shopping guides, supporting the understanding and exploration of users' industrial product needs through conversations. This approach provides more accurate guidance and recommendations to users, improving the user experience while promoting an increase in conversion rates. Yanxi Digital People have been deployed in live broadcast studios, driving the conversion of live broadcasts during leisure time to increase by 30%.

Meanwhile, JD.com's algorithm team, based on the open-source GLM series of large language models from Tsinghua University, performed highly efficient parameter tuning, achieving better performance in the identification of key product information scenarios than the general large language models GPT3.5, realizing deep mining of commodity information in industrial vertical domains. In the scenario of identical product recognition, the recognition capability saw a significant increase, with the identification accuracy rate reaching over 90% and the recall rate reaching 55%. In the scenario of business opportunity sourcing, the business opportunity matching accuracy rate reaches 90% and the recall rate reaches 87%.

JD's ChatRhino Large Language Model

On July 13, 2023, during the 2023 JD Global Tech Explorer Conference & JD Cloud Summit, JD.com officially launched the ChatRhino Large Language Model. Compared with general large models, ChatRhino integrates 70% general data and 30% native digital supply chain data, boasting advantages of "higher industrial attributes, stronger generalization capabilities, and more security guarantees," capable of solving practical problems in multiple real-world industry scenarios.

As of the end of the reporting period, JD.com had built a complete toolchain for the ChatRhino Large Language Model, including the ChatRhino AI development computing platform, vector database, and three sets of upgraded infrastructure. Among them, the ChatRhino AI development computing platform integrates not only an industry knowledge base but also JD.com's own experience in retail, logistics, finance, health, and other industries. Through more than 100 training and inference optimization tools, it can quickly transform general models into professional ones, providing customized solutions for the customer's large language model development and industry application development.

Employee Training on Innovation

JD.com focuses on cultivating employees' innovative abilities, regarding employees as an important driving force for corporate technological innovation. We provide employees with diverse innovative training opportunities, helping them improve their professional skills and broaden their horizons, thereby providing a sustained drive for the innovative development of the enterprise.

JD.com's Technology Training Camp

JD.com's Technology Traning Camp is a technology-sharing platform tailor-made for JD Industrials employees, aimed at enhancing their understanding of various industrial technologies, fostering a continuous learning mindset, and creating a learning-oriented organization. In 2023, the camp held a total of 11 technical training sessions, with 706 participants in total. The training covered various technical fields including algorithms, front-end, back-end, product, and testing, with topics shared including ChatGPT, AI, programmers' analysis, front-end performance optimization, and other cutting-edge industry content.

Technical training sessions held by JD.com’s Technology Training Camp in 2023

11

Cumulative enrollments

706

Intellectual Property Protection

JD.com proposes the concept of closely integrating asset accumulation with value realization in its intellectual property strategy, focusing more on qualitative improvement based on quantitative accumulation of intellectual property rights. In 2023, through perfecting the system for cultivating high-value patents, we strengthened the ability to write, review, and defend key cases, established a management mechanism for patent application situations and benefit data, and achieved full process coverage of the high-value patent work system. In 2023, our patent "A Method and System for Controlling Multiple Types of Equipment" won the First Prize of Beijing Invention Patent Award, and the Group continued to explore breakthroughs in the operation of patent value. We implemented four cases of patent open licensing, initiated and established the Green Supply Chain Technology Sharing Platform, built a green and low-carbon supply chain technology patent pool, and promoted the transformation and application of patent technology across the entire industry.

JD.com Takes the Lead in Launching and Establishing a Green Supply Chain Technology-Sharing Platform

In December 2023, JD.com took the lead and joined hands with BOE and Lenovo to launch and establish a green supply chain technology-sharing platform (patent pool). The platform initially included 40 patents, aiming to promote low-carbon operations. By leveraging the supply chain's reach and the platform's influence, it seeks to encourage the application of green and low-carbon technologies and patents in the supply chain field, and motivate upstream and downstream enterprises to actively embrace low-carbon ideas.

Intellectual Property Training

In addition, we focus on cultivating our employees' awareness of intellectual property rights and continuously carry out related publicity and training activities to enhance their legal awareness and professional competence in this area. In 2023, we conducted nearly 150 training sessions on various intellectual property-related topics, including patent mining and protection, trademark protection, compliance with trade secrets, and risk prevention of intellectual property rights. These sessions cumulatively covered nearly 4,000 participants, targeting roles and scenarios such as R&D, brand management, sales operations, and new employees. We also provide inventors with substantial patent bonuses as an incentive, encouraging technical R&D personnel to actively file patent applications.

In terms of intellectual property risk prevention, we have firmly established awareness of intellectual property infringement risks among all employees through publicity and training, enhanced the concept of risk prevention, and strengthened collaboration between the intellectual property management department and other departments such as R&D, marketing, and human resources through the implementation and monitoring of the intellectual property management system. We provide timely professional intelligence analysis for R&D projects and product identification, ensuring the effective operation of our intellectual property risk management system. We also apply for government projects to seek external resource support. We participated in Beijing's pilot program of intellectual property insurance, which provides resource support for JD.com's "going global" initiative through insurance, expert consultation, and FTO (Freedom to Operate) analysis, effectively reducing the pressure of potential intellectual disputes we may face in expanding our business overseas.

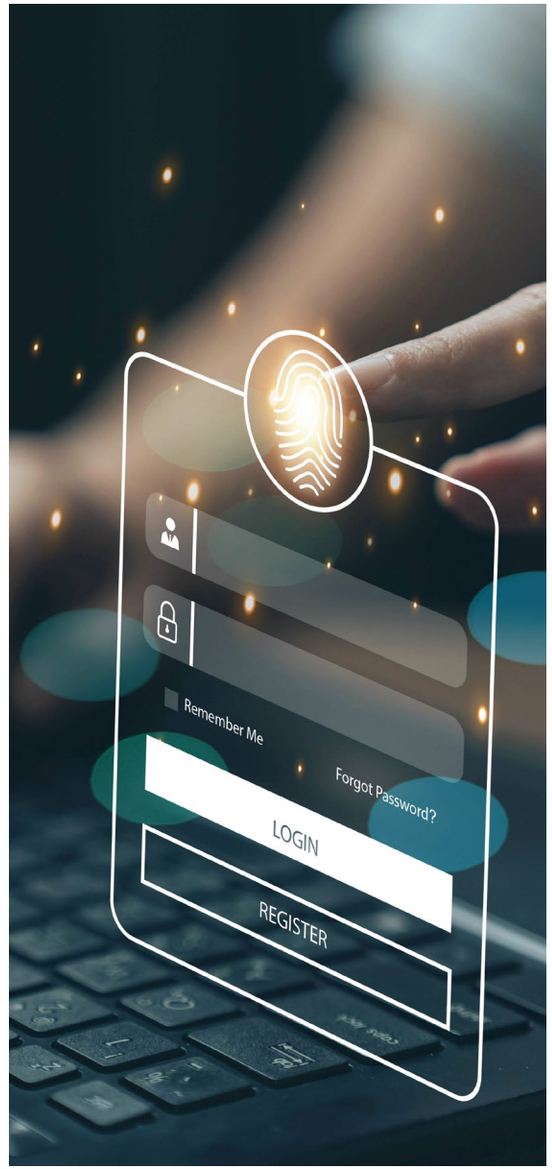
JD.com's Key Data on Accumulated Intellectual Property (as of the end of 2023)

Number of authorized patents at home and abroad

8,209

Number of patent applications

22,677



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A Pragmatic Attitude Paves the Way for a Green Future

JD.com is acutely aware of the profound impact that environment and climate can have on business activities. In operations, warehousing, packaging, transportation, consumption, and other scenarios, we pursue efficiency and environmental protection. With a pragmatic attitude, we advance the application of clean energy and energy-saving technologies, committing to a green, low-carbon, and recyclable model. We also conduct traceability of raw materials, support ecosystem protection, continuously practice food conservation, and actively create a healthy and green development model, building a sustainable future together with our partners.

Environmental Governance and Climate Change Responses

JD.com actively supports the national strategies for "carbon peaking" and "carbon neutrality" as well as the 1.5 degrees Celsius temperature control target set by the *Paris Agreement*. By following the *IFRS S2 Climate-related Disclosures* and the TCFD framework, JD.com integrates climate change issues into its governance structure. The Group considers policies, industry, and market trends comprehensively, identifies and analyzes climate change risks and opportunities, continuously strengthens climate risk management, transitions to green operations, and contributes to sustainable development.

The CFO line of JD.com is responsible for the environmental-related assessments, establishment of environmental metrics and targets, and oversight and guidance of environmental management in the subsidiaries. The CFO also serves as the Chief Climate Officer[1], regularly reporting to the Board's ESG Committee on the implementation and performance of environmental management policies. In 2023, there were no events within JD.com that had a significant impact on the environment.

We engaged a third-party organization in the reporting year to assess and analyze the energy consumption and emissions of the Group as a whole and each of its sub-groups in conjunction with the results of the carbon inventory and benchmarking against the industry, and put forward a number of emission reduction analysis proposals as reference for the subsequent energy conservation and emission reduction work.

In 2023, multiple subsidiaries of JD.com received several leading domestic and international environmental management system certifications, including ISO 14001.

[1] See the introduction of the Chief Financial Officer, Ian Su Shan, at https://ir.jd.com/management.

Governance

Governance Structure

Board of Directors

- With the support of the ESG Committee, the Board of Directors oversees JD.com's performance and practices in environmental and climate aspects.

Strategic Execution Committee (SEC)

- JD.com's SEC member and Chief Financial Officer serves as the Chief Climate Officer;
- The SEC leads the ESG Working Group in researching and developing the Group's climate-related strategies and priorities.

ESG Working Group

- Coordinating the daily management and implementation related to climate risks and opportunities;
- Carrying out the identification and assessment of climate-related risks and opportunities;
- Reporting on climate-related issues to the Board of Directors. In 2023, the ESG Working Group reported to the Board of Directors once, covering topics such as climate-related disclosure requirements and the overall plan for climate-related matters.

Strategy

We adopted the Shared Socioeconomic Pathways (SSPs) recommended by the Intergovernmental Panel on Climate Change (IPCC) to carry out a climate scenario analysis on the external macro-environment of our business operations, including ecology, economy, and society, using the SSP1 and SSP3 for 2025 and 2030 respectively.

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

	SSP1 (Low emission scenario under strict climate policies)	SSP3 (High emission scenario without climate policies)
Nature[1]	▪ Mean temperature: The temperature will rise by 1.6 ℃ by 2040 when compared with the pre-industrial era, and by 2.0℃ by 2100; ▪ Sea level: The sea level will rise by 0.1 meters in 2040 and by 0.4 meters in 2100; ▪ Extreme weather: Its frequency and intensity will increase to a certain extent; ▪ Rainfall: As temperatures rise between 1.5 and 2.0 ℃ , global agriculture and ecology will suffer from more intense droughts, with an increase in precipitation intensity of 10.5% to 14%.	▪ Mean temperature: The temperature will rise by 1.6℃ by 2040 when compared with the pre-industrial era, and by 3.9℃ by 2100; ▪ Sea level: The sea level will rise by 0.1 meters in 2040 and by 0.6 meters in 2100; ▪ Extreme weather: Its frequency and intensity will increase greatly; ▪ Rainfall: As temperatures rise between 2.0 and 4.0℃ , global agriculture and ecology will suffer from more intense droughts, with an increase in precipitation intensity of 14.0% to 30.2%.
Socio-economic environment	▪ Global climate policy: Major countries and regions worldwide announce the carbon neutrality path (including China's goals of "carbon peaking" and "carbon neutrality"), and strictly implement the goals; ▪ Global business model: Transitioning rapidly from an economy based on fossil fuels to one driven by renewable energy sources; ▪ China's greenhouse gas emissions: Emissions per unit of GDP will decrease by 18% in 2025 from the 2020 level, and by more than 65% in 2030 from the 2005 level[2]; ▪ China's carbon prices: Carbon prices are expected to reach RMB 79/tonne and RMB 191/tonne by 2025 and 2030 respectively (without total emission control)[3]; ▪ China's energy structure: The proportion of non-fossil fuels in one-time energy consumption will reach 20% in 2025 and 25% in 2030[4];	▪ Global climate policy: Some countries and regions lack carbon neutrality goals, and have no detailed short-term actions and goals; ▪ Global business model: The profit-driven business model fails to properly consider the environmental and social impacts, and there are no obvious changes in the renewable energy portfolio; ▪ China's greenhouse gas emissions: In 2030, greenhouse gas emissions will rise by 38% from the 2021 level; ▪ China's carbon prices: In 2025 and 2030, carbon prices are expected to remain the same as in 2021, at RMB 38.50–62.29/tonne[5]; ▪ China's energy structure: The proportion of non-fossil fuels in primary energy consumption is the same as that in 2020, about 16%;
Socio-economic environment	▪ China's new energy vehicles: By 2025, the sales of new NEVs will reach about 20% of the total[6]; By 2030, the proportion of newly used clean energy-powered vehicles will reach around 40% that year[7]; ▪ China's consumer attitudes: By 2025, the market share of green and low-carbon products will significantly increase; by 2030, green consumption become the mainstream trend, and the public will actively choose green and low-carbon products[8].	▪ China's new energy vehicles: The proportion of total sales of NEVs remains the same as in 2021, at 11.25%[9]; ▪ China's consumer attitudes: Green consumption is not yet mainstream, and the market for green and low-carbon products is relatively small.
Climate Risk Manifestation	▪ The socio-economic environment is relatively severe, with the risks of climate change mainly manifesting as transition risks.	▪ The natural ecological environment is relatively severe, with the risks of climate change mainly manifesting as physical risks.

[1] Source: The Sixth Assessment Report from Intergovernmental Panel on Climate Change (IPCC) Working Group I (WGI) and CMIP6 Climate Model.

[2] Source: *Progress on the Implementation of China's Nationally Determined Contributions (2022)*.

[3] Source: *The 2023 China Carbon Market Long-term Price Forecast Report* issued by Refinitiv.

[4] Source: National Development and Reform Commission's *Outline* on the 14th Five Year Plan.

[5] Source: Shanghai Environment and Energy Exchange released annual transaction data of China's national carbon market.

[6] Source: *The Development Plan for the NEV Industry (2021-2035)* issued by the Ministry of State in 2020.

[7] Source: *Implementation Plan for Carbon Peaking in the Industrial Sector* issued by the Ministry of Industry and Information Technology in 2022.

[8] Source: *Implementation Plan for Promoting Green Consumption* issued by the National Development and Reform Commission and other departments in 2022.

[9] Source: China's new energy vehicle parc released by *People's Daily* in 2022.

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

Risk/ Opportunity Classification	Risk Description	Response Measures	Impact[1] Period
Acute Physical Risks			
Flood Rainstorm	Operation ▪ Servers, power systems, and other critical facilities are damaged, affecting website access, order processing, and other business function, the cost of infrastructure maintenance increases; ▪ Employees' attendance and work efficiency may be affected, which will potentially increase medical expenses and human resources costs. Supply chain ▪ The normal operation of logistics infrastructure and the planning of logistics networks may be affected, which will result in negative impacts on goods transportation, cargo delivery, and sales operations.	▪ Increase investment in infrastructure and establish emergency response mechanisms to address the impact of sudden weather events on business continuity; ▪ The "sponge city" design has been adopted in the construction of headquarters Buildings No. 2 and No. 3 in Beijing, and the headquarters office building in southwest regions to alleviate the pressure on municipal rainwater drainage; ▪ Conduct regular disaster emergency drills and establish a dedicated team for follow-up; ▪ Issue advance warnings of the potential impacts of weather events. For example, Dada worked with "Moji Weather" to promptly push weather warnings to the rider end, resulting in a 9.4% month-on-month decrease in traffic accidents; ▪ Establish a benefits system that includes commercial insurance and introduce annual physical examinations, and add additional supplemental medical insurance for frontline employees.	M, L
Heat waves/ Cold waves	Operation ▪ Electronic devices may stop working due to overheating or low temperatures, increasing the cost of equipment maintenance and replacement; ▪ Rising temperatures and other climate changes may exacerbate the spread of infectious diseases[2], affecting the health and safety of employees. Supply chain ▪ Improper temperature control can affect the quality and freshness of cold chain goods, impacting customer satisfaction and business revenue.	▪ Deploy emergency equipment in infrastructure such as data centers and intelligent industrial parks, including snow clearing and anti-freezing tools for snowstorm weather, ensuring the normal operation of the infrastructure; ▪ Provide sick leave, work-related injury leave, and other welfare leave, set up a VPN-based remote office framework, and offer online meeting tools, helping reduce the risk of disease transmission; ▪ For commodities whose sales can be easily affected by extreme weather, timely inventory adjustment should be conducted according to weather changes to avoid stock-outs and overstocking, while cold storage capacity should be increased to ensure food freshness.	S, M, L
Frequent extreme weather events	Operation ▪ Frequent extreme disasters nationwide may have different degrees of impact on the construction and operational stability of office buildings, intelligent industrial parks, data centers, photovoltaic industrial parks, and other structures, leading to increased costs for maintaining infrastructure such as warehouses and data centers.	▪ JD.com's data centers and intelligent industrial parks have comprehensive emergency response plans for unexpected weather events such as typhoons, lightning, heavy rain, high temperatures, and snowfalls. These plans include but are not limited to measures like wind protection for typhoons, flood prevention during heavy rain, snow clearing and anti-freezing during snowstorms, and lightning detection during thunderstorms to ensure the normal operation of the infrastructure.	M, L
Chronic Pysical Risks			
Air pollution	Operation ▪ Long-term emissions from stationary and mobile sources may lead to air pollution, which manifests as problems such as smog and dusty weather, increasing the risk of cardiovascular and respiratory diseases[3], and affecting employee health.	▪ Promote the development of remote working and online meeting systems to reduce the adverse effects on employees' health due to outdoor commuting in polluted weather.	M, L
Drought Water scarcity Biodiversity loss	Consumer/User ▪ Climate change leads to problems such as drought and scarcity of water resources, exacerbating the food security crisis. Issues like unstable food supply and quality safety may affect retail operations, increasing the costs associated with production, quality control, and consumer rights and interests protection.	▪ For primary products including agriculture and forestry products, formulate annual procurement plans to ensure supply for at least a year; ▪ Establish management processes such as spot checks and quality inspections of goods, promptly remove substandard products from shelves, help ensure food quality, and provide consumers with safe and reliable food.	L

[1] Impact period including short-term (S, within 2 years), medium-term (M, 2-5 years), and long-term (L, more than 5 years).
[2] Source: WHO, *Global health community calls for urgent action on climate and health at COP28*.
[3] Source: Vanke School of Public Health, Tsinghua University, *Health Risks from Climate Change and How We Respond*.

Risk/ Opportunity Classification	Risk Description	Response Measures	Impact Period
Transition Risks			
Regulatory and legal risks	**Operation** ▪ If JD.com does not implement the climate-related laws and regulations as required, it will lead to compliance risks, as well as the risk of restrictions and pressure from external stakeholders. **Supply chain** ▪ China continues to improve supply chain-related policies and regulations regarding the development of green transportation, green packaging, and green parks, including national policies like the *14th Five-Year Plan for Green Transportation Development*[1] and the *Action Plan for Further Promoting the Green Transformation of Express Packaging*[2]. These policies have a continuous impact on JD.com's core business. If supply chain management is not conducted as required, there will be compliance risks, which could lead to obstacles or interruptions in cooperation.	▪ Leverage big data to optimize path planning, warehousing and transportation networks in real-time, thus reducing the number of vehicles in transit and improving the return vehicle's full load rate. Shift some of the goods' transportation from road to rail and implement a green transportation model; ▪ Develop new energy vehicles. In 2023, we have invested a total of 8,290 self-operated NEVs on the highway in the trunk line and terminal transportation links, an increase of 2,872 compared to 2022, equivalent to an average annual reduction of 35,200 tonnes of greenhouse gases; ▪ JD Logistics and its partners issued a DWOP[3] statement, and released the DWOP certification standard, working together with upstream and downstream partners to promote the environmentally friendly packaging model; ▪ Develop photovoltaic power generation industrial parks. As of December 31, 2023, the cumulative photovoltaic power generation of JD Property's parks had reached 88,977.52 MWh; ▪ JD Property has developed the Intelligent Management Center (IMC) digital operation platform, which enables the supervision and empowerment of daily operation management, energy conservation, and emission reduction.	S, M, L
Market risks	**Investment and financing** ▪ The National Financial Regulatory Administration issued the *Guidelines for Green Finance in Banking and Insurance*[4], requiring financial institutions to strengthen support for green, low-carbon, and circular economies. If JD.com fails to pay timely attention to climate-related risks, it will affect its attractiveness in the capital market, leading to an increase in financing costs.	▪ Develop a green financing framework, systematically showcasing the principles and processes of green financing for sustainable development projects. In 2021, JD.com signed a five-year green syndicated loan of USD 2 billion for the first time.	S, M
Reputational risks	**Operation** ▪ CDP[5] and other capital market ratings directly reflect the effectiveness of climate change-related management, and the rating results affect stakeholders' trust in JD.com and their investment decisions.	▪ Continue to complete capital market questionnaires such as CDP and CSA, and carry out the disclosure of ESG-related information, helping relevant parties to timely understand the management progress of JD.com's climate-related work.	S, M, L

Risk/ Opportunity Classification	Risk Description	Response Measures	Impact Period
Climate Change Transformation Opportunities			
Green products and services	**Consumer/User** ▪ The increase in environmental awareness has gradually shifted market preferences towards green products and services. If JD.com can grasp these market preferences in time, it will have a better chance to gain favor in the market.	▪ Launch the "Green Impact Initiative," open consumer carbon accounts and low-carbon consumption zones, and continue to provide consumers with green products. In 2023, more than 100 brands participated in the initiative, and the JD platform offered more than 3.56 million green and low-carbon products; ▪ The retail business should actively take advantage of the opportunity provided by consumer policy subsidies by carrying out green home appliance sales nationwide. JD.com vigorously promotes the trade-in business. In 2023, JD Five Star had sold over 580,000 green and smart subsidized appliances.	S, M, L
Providing energy-saving and carbon-reduction services for enterprises through digital intelligence	**Operation** ▪ As policies related to energy conservation and environmental protection continue to be introduced, governments and businesses are increasingly valuing sustainable development and brand image, leading to a gradual increase in the demand for energy-saving and carbon-reduction services.	▪ JD Industrials makes use of digital capabilities, providing energy consumption monitoring and carbon emission monitoring management services. By reflecting the current status of energy consumption and carbon emissions in real-time and accurately predicting carbon emission trends, it helps to formulate practical carbon reduction pathways, assisting enterprises and governments in precisely achieving dual carbon management; ▪ JD Industrials assists the government and academic institutions in establishing dual-carbon laboratories, leveraging industrial internet solutions and product capabilities. It integrates a new type of industry-education integration innovation center that combines dual-carbon management and intelligent manufacturing, providing talent support services for the green development of the industry.	M, L

[1] Source: Notice of the Ministry of Transport on Issuing *the 14th Five-Year Plan for Green Transportation Development*.

[2] Source: *Action Plan for Further Promoting the Green Transformation of Express Packaging* issued by the National Development and Reform Commission.

[3] DWOP, or Delivered with Original Package, refers to the integrated structure of e-commerce product packaging and express delivery packaging, which reduces the packaging form of e-commerce products in the shipping process.

[4] Source: National Financial Regulatory Administration, Guidelines for Green Finance in Banking and Insurance.

[5] CDP, or Carbon Disclosure Project, is a global platform for environmental data disclosure and rating certification.

Risk Management

JD.com has incorporated climate risk into its risk management system.

Our management process is as follows:

Risk identification

- Benchmark against the TCFD framework for the classification of climate risks and opportunities and conduct a thorough analysis
- Screen the current risk points based on macro-policies, industry policies, and regulatory requirements

Risk assessment

- Identify climate-related physical and transition risks that have a substantial impact on the Group's business by considering the possibility of occurrence and the degree of impact

Risk ranking

- Select key climate risks based on literature, regulatory agencies, investors, stock exchanges, and other stakeholders' expectations of the Group's role in climate change, and the impact of climate change on its business

Risk response

- Develop plans and measures to strengthen the responses to the climate risks identified in the assessment

Metrics and Targets

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

Primary Metrics	Secondary Metrics		Metrics Description	Target Setting
Carbon inventory and emission reduction targets	Conduct a comprehensive greenhouse gas emissions inventory		▪ Determine the boundaries and scope of carbon emissions and conduct a comprehensive inventory	▪ In 2023, for the first time, a third party was hired to conduct a carbon inventory for JD.com, improving the quality of carbon data, with plans to promote the setting of carbon targets
	Establish the carbon emission reduction targets at the group level		▪ Establish and announce the carbon emission reduction targets at the group level	
Strengthen climate governance	Establish a climate governance framework		▪ Strengthen the focus and management of climate-related issues based on the existing ESG governance structure ▪ Management structure: the Board of Directors and the SEC will cooperate in supervision and management, and the ESG Working Group will coordinate the implementation of climate targets in each subsidiary and business unit	▪ Appoint the Chief Financial Officer (CFO) as the Chief Climate Officer, leading climate-related work (achieved)
Promote carbon emission reduction in all business scenarios	Low-carbon operations	Low-carbon office	▪ Strengthen the intelligent operation and maintenance (O&M) management of energy use for office space ▪ Improve the use of energy-saving facilities ▪ Timely shut down energy-consuming equipment ▪ Encourage remote work ▪ Encourage employees' green commuting	▪ 2023 office headquarters (excluding Building No. 2) energy saving rate of 3% (achieved) ▪ Targets for waste reduction and water use efficiency are currently being developed

Primary Metrics	Secondary Metrics		Metrics Description	Target Setting
Promote carbon emission reduction in all business scenarios	Low-carbon operations	Low-carbon data center	▪ Use natural energy ▪ Use clean energy, including energy recovery and large-scale distributed photovoltaic power generation system ▪ Energy storage and cold storage ▪ Architectural layout and design for low energy consumption ▪ O&M management platform ▪ Develop emergency response plans to enhance our resilience to climate change and our ability to deal with extreme weather conditions	▪ PUE continues to be improved on the basis of 1.1 ▪ Infrastructure energy consumption continues to decline ▪ Climate resilience continues to improve
		Expand the financing scale of low-carbon projects	▪ Based on the published framework, principles, and processes of green finance, continuously identify low-carbon projects and expand the influence and scale of green finance	▪ Identify more projects with low carbon competitiveness and expand the scale of green financing
	Low-carbon supply chain	Low-carbon transportation	▪ Use of new energy vehicles ▪ Fully apply digital smart technology and optimize route, storage, and transportation network planning ▪ Optimize transportation structure and energy efficiency	▪ Keep increasing the proportion of NEVs, strengthen energy consumption management in transportation
		Low-carbon logistics parks	▪ Energy substitution: maximize the use of renewable power, such as distributed photovoltaic and efficient energy storage ▪ Efficient operation: automated operation and electrification of park energy consumption ▪ Online O&M system of the solution to carbon neutrality in intelligent logistics parks	▪ Develop carbon-neutral park construction (JD.com's "Asia No. 1" Xi'an Intelligent Industrial Park has become the first certified "carbon neutral" industrial park in China's logistics industry) ▪ Gradually increase photovoltaic power generation capacity (In 2023, JD Property's self-invested and self-built photovoltaic power plants successively connected to the grid, generating 36 MW of electricity, and are currently undergoing the application process for distributed photovoltaic green certificates)
Promote carbon emission reduction in all business scenarios	Low-carbon supply chain	Low-carbon packaging	▪ Promote reusable packaging ▪ Implement packaging reduction ▪ Carry out green packaging R&D and innovation ▪ Application of digital intelligence technology ▪ Upstream and downstream collaboration to practice green packaging use ▪ Reusable packaging sharing and recycling public system	▪ Continuously promote upstream and downstream partners to implement the DWOP plan
		Suppliers' collaborative effort in carbon emission reduction	▪ Promote joint participation of suppliers in setting carbon reduction targets and response plans	▪ Facilitate the use of NEVs by third-party outsourcing transportation suppliers, strengthen the ledger recording of energy consumption, mileage and other data, and work together with suppliers and partners to build low-carbon logistics
	Participate in emission reduction actions across the entire value chain	Promote low-carbon consumption	▪ Participate in the formulation of national low-carbon product standards ▪ Expand the supply of low-carbon products ▪ Strengthen low-carbon consumption and lifestyle campaigns	▪ Continuously expand the supply of low-carbon products, and create corresponding incentive plans for green consumption to stimulate the participation of consumers in mitigating emissions
		Promote industrial low-carbon development	▪ As digital industry development becomes a trend, modern information technologies such as big data, cloud computing, and AI continue to evolve. Digital intelligence technology is being deeply integrated into traditional industries, aiding the improvement of production and service efficiency and promoting the transformation of production methods and consumer habits toward a more sustainable, energy-efficient, and circular economy. This will in turn facilitate the low-carbon transition of high-emission industries	▪ JD.com will continue to explore new business and profit models by technologically empowering the low-carbon transition of traditional industrial enterprises
Information disclosure	Conduct annual climate-related information disclosure		▪ Conduct annual review and disclosure of climate-related risks and opportunities ▪ Conduct disclosure and reporting of climate targets and achievements	▪ JD.com has continued to release TCFD reports and disclose environment-related performance in its annual ESG report since 2022 (achieved)

Green Workplace

JD.com actively looks for ways to save energy and reduce emissions by focusing on areas like energy conservation, waste recycling and treatment, as well as water management, by integrating environment-friendly practices into its operations.

Improving Energy Efficiency

JD.com encourages the development of digital office platforms, consistently works on enhancing energy efficiency and makes significant attempts to minimize energy wastage by implementing eco-friendly practices like electronic offices, sustainable transportation, and reducing energy usage.

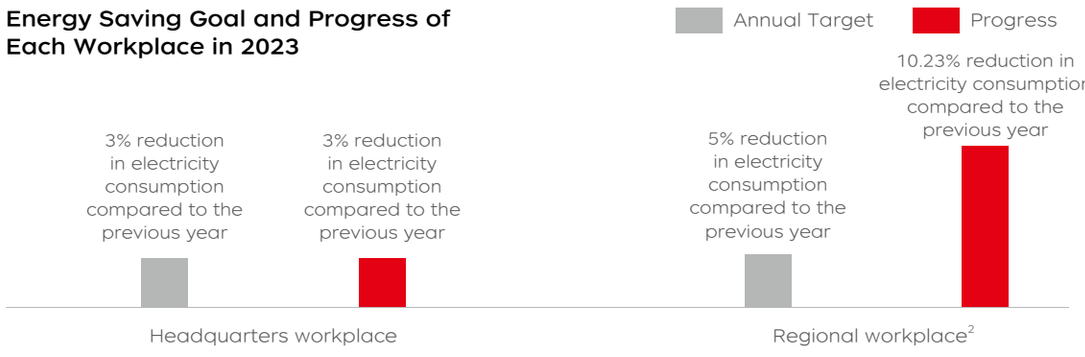
Office Space

JD.com has introduced IBMS, an intelligent building management system to track energy usage data in real time and assess the energy consumption level in office spaces. This enables the identification and pinpointing of areas with high-energy consumption, allowing for timely responses and actions to enhance workplace operational efficiency continuously. In addition, we use eco-friendly materials in the workplace, post reminder signs including "Turn off Lights Before You Leave" in the workplace, and actively participate in global environmental activities such as "Earth Hour," making efforts to promote the green transformation of the workplace. In 2023, the overall power savings of JD.com's headquarters (Beijing and Southwest headquarters) reached 1,685,086.04kWh, with an energy saving rate of 3%[1], achieving the annual power saving target.

Energy Saving Measures in the Workplace in 2023

Equipment renovation and upgrading	▪ Upgraded the lighting system and optimized the security inspection process, keeping only emergency lighting on unless it is necessary to turn on other lights to reduce power waste; ▪ Cut off the power for electrical equipment in public areas at a fixed time to avoid unnecessary energy consumption during non-working hours; ▪ Upgraded the technology and optimized the configuration of the heating system to improve heating efficiency and reduce energy consumption; ▪ Set the air conditioning temperature uniformly according to national recommended standards and actual weather conditions.
Publicity and advocacy	▪ Posted reminder signs including "Turn off Lights Before You Leave" to raise employees' energy-saving awareness; ▪ Encourage employees to bring their own water bottles for meetings to reduce the use of disposable paper cups; ▪ Participated in the Earth Hour event, saving 8,900 kWh of electricity.
Digitized management	▪ Launched IBMS system: Adjust the setting of electrical panels according to the orientation and characteristics of different buildings to maximize energy utilization efficiency; ▪ Formulated the "333 Principles for Meetings": Specified resources to be consumed during the meetings, stipulated that no more than 3 slides of PPT should be used for important decisions; meetings should last no more than 30 minutes, and no more than 3 decision-making discussions should be conducted on the same topic.
Eco-friendly materials	▪ Workplaces in Beijing, Chengdu, and Shenzhen: carbon neutral printing paper has been used in all offices.

Energy Saving Goal and Progress of Each Workplace in 2023



[1] The data excludes Building No.2 of JD.com Headquarters in Beijing.

[2] In 2023, the regional self-built workplace only includes the Southwest Headquarters in Chengdu.

JD.com Launched "World Earth Day" Related Activities

In April 2023, in response to World Earth Day, JD.com launched a public welfare initiative called Cycle of Everything. Through book recycling, book exchange, and science popularization and education activities on garbage classification, JD.com vigorously promoted the concepts of energy conservation, emission reduction, and recycling, effectively raising employees' awareness of green and low-carbon lifestyles. The initiative attracted over 2,000 employees and contributed JD's strengths to safeguarding the Earth.

"Cycle of Everything" Public Welfare Initiative

Water Management

JD.com takes water management seriously. It actively responds to and implements the International Decade for Action onWater for Sustainable Development (2018-2028) proposed by UN-Water and abides by national regulations to strengthen water recycling while making continuous efforts to improve water efficiency in the workplace. All the devices selected for JD.com's workplaces comply with the *Standard for Domestic Water Saving Devices* (CJ164-2002). And it further reduces water consumption through upgrading and optimization of equipment and technology.

Water Conservation Measures of JD.com in 2023

- Adjusted the water flow of the faucets in the restrooms in the headquarters office buildings.
- Installed direct drinking water equipment in the workplaces.
- Used sensor-equipped faucets and water-saving toilets to reduce water consumption in the restrooms.
- Adopted efficient water-saving equipment, such as automatic sprinkler and drip irrigation systems, and implemented intelligent water management through soil humidity sensors and automatic rainwater shutdown devices on rainy days.
- Selected drought resistant plants to reduce the needs for permanent irrigation and achieve water saving through greenery.
- Carried out water-saving publicity activities, posted water-saving reminders and set up publicity signs in operating and office areas.

Following the principle of "Sponge City" in its workplace construction, JD.com has designed rainwater collection and drainage systems for its regional headquarters parks. It has also arranged permeable pavement, sunken greenbelt, rainwater gardens, and roof greening to enhance the comprehensive utilization of rainwater and promotes rainwater recycling, while reducing the load on municipal drainage systems and enhancing the city's capability to respond to heavy rainfall.

We have established a sewage treatment station in Building No.1 at JD.com headquarters, where the sewage can be treated and converted into reclaimed water for reuse to reduce the use of fresh water. In the JD.com Building No.3 project, we ensure the recycling efficiency through the rainwater treatment process and clearly mark the reclaimed rainwater on relevant facilities to prevent people from drinking it by mistake. By increasing the proportion of recycled water, JD.com has significantly reduced the use of fresh water, reduced wastewater discharge, and reduced water consumption from the source.

Waste Management

JD.com actively responds to the national *14th Five-Year Plan for the Development of Urban Domestic Waste Classification and Treatment Facilities*. It carries out waste management and orderly recycles waste based on the principles of reducing the generation of solid waste, reusing solid waste, and reducing damage caused by solid waste. JD.com advocates and implements garbage classification. Based on the wastage, JD.com reuses some of the waste to minimize waste emissions. The wastes generated in JD.com's workplaces are handed over to qualified institutions designated by the government or transported to the waste treatment plants designated by the government for treatment.

Electronic Offices and Green Commuting

JD.com has established a comprehensive remote work system, including a VPN-based telecommuting architecture and security accreditation systems, to ensure that employees can work efficiently in a safe environment. In addition, JD.com has created its own online conference platform called Joymeeting. This platform is extensively utilized for different purposes like supplier conferences and remote interviews. JD.com encourages its employees to enhance communication and interaction with vendors and users through JD Dong Dong. In 2023, JD.com employees logged in to work remotely for a total of 15,543,387 times, and held 18,169,935 online meetings through Joymeeting, with a total attendance of 33,401,689 and a total time of 23,104,437 hours; and we conducted 3,846,223 online meetings through JD Dong Dong, with a total time of 1,516,573 hours.

In terms of document management, JD utilizes online collaborative tools to reduce needs for physical space, encourages the use of electronic filling, and improves file transfer efficiency through cloud services to reduce energy consumption and carbon emissions. Meanwhile, JD.com promotes electronic signatures, simplifies the signing process of personnel documents, and reduces the use of paper and mail. In 2023, JD.com filed 2,910,232 electronic files online, signed 2,564,589 personnel documents online, and issued over 3.6 billion e-invoices.

JD.com actively promotes ways of green commuting. It formulated internal policies such as *JD.com Regulations on Management of Self-owned Vehicles, Regulations on Shuttle Bus Ride Management of JD.com*, and *Regulations on Transportation Reimbursement Management of JD.com*. It makes continuous efforts to increase the number of new energy vehicles at the headquarters, renovates bicycle sheds to improve the convenience of employees riding bicycles to and from work, thereby encouraging more employees to choose environment-friendly ways of travelling. In 2023, there were 36 new energy shuttle buses and 14 new natural gas vehicles in the workplace in Beijing, and 50 fuel vehicles were reduced.

In addition, we have established strong partnerships with ride-hailing service platforms to offer employees with carpooling services for their daily commuting. By reducing idle driving, optimizing route, and using clean energy vehicles, we are able to effectively reduce carbon emissions during travel. In 2023, employees in JD.com made 231,313 carpooling orders.

Total times of employees logging in to work remotely

15,543,387

Online meetings held through Joymeeting

18,169,935

JD.com's electronic files online

2,910,232

New energy shuttle buses added in the workplace in Beijing

36

JD.com's carpooling orders

231,313

Green Retail

JD.com makes continuous efforts to improve the sustainable development performance of its retail business and its energy management system. It selects energy-saving equipment and green building materials to reduce energy consumption during operations. We vigorously promote green and low-carbon products, reduce food loss, carry out biodiversity conservation, and integrate sustainable concepts into the entire business lifecycle, including upstream and downstream of the value chain.

Traceability of Raw Materials

The extraction and production of raw materials may have negative impacts on the ecological environment, such as resource depletion, water pollution, and land degradation. JD actively seeks cooperation with suppliers with pollution-free production conditions to promote the operation of pollution-free goods. In addition, JD prefers to choose products that have undergone sustainable management and sustainability certification while purchasing raw materials, including sustainability-certified seafood, paper, palm oil, leather, and cotton. JD is committed to reducing the impact of the supply chain on marine ecology, soil quality, and atmospheric environment from the source by purchasing responsible raw materials.

JD.com actively promotes the traceability of raw materials such as seafood, meat, and dairy produce among products sold by businesses such as Huaguan Supermarkets, 7FRESH, and JD's private label brands. We strictly inspect quarantine certificates, customs declarations of imported meat products and production qualifications of plants that split and repackage the goods to verify supplier compliance and ensure that raw material sources are legally compliant and environmentally friendly. We promote cooperation with local farmers and cooperatives in retail business, and implement the "model of direct supply from origin."

Among the vegetables and fruits sold by Huaguan Supermarket, the proportion of products purchased directly from the place of origin is approximately

30%

Three self-operated milk products sold in 7FRESH could be traced back to their origin, totaling

156 tonnes

In the future, JD.com will continue to cooperate with raw material suppliers who are qualified for sustainable production and procurement to reduce the impact of raw material extraction and production on agriculture, animal husbandry, and fishery resources, and increase the proportion of sustainability-certified products in purchased products, providing consumers with more diversified and high-quality environment-friendly products.

Green Operations of Stores

JD.com has comprehensively promoted energy management during the operation of its stores, including Huaguan Supermarkets and 7FRESH. This initiative focuses on improving energy efficiency and conservation to boost the competitiveness of its stores in terms of environmental protection.

Installing energy-saving lights

- Replaced all non-LED lights by durable LED lights with low energy consumption.

Energy-saving cold chain

- Variable Voltage and Variable Frequency (VVVF) was introduced to the cold chain piston units in existing stores, significantly improving energy efficiency;
- In the design of new stores, VVVF configuration has been added to the piston units and vortex units, so that the equipment can automatically adjust the working speed of the compressor according to actual refrigeration needs, improving the system's response speed and operational stability.

Intelligent lighting

- Optimized lighting control system for existing stores;
- The new stores are designed with configuration for zone control and time-phased control to realize targeted energy management and achieve the effects of energy saving and emission reduction;
- In 2023, Five Star installed intelligent control systems for public area lighting in 22 stores in Shanghai, Suzhou, Xi'an, Chengdu, Hefei, Tangshan, Nanjing, and other areas, with a total investment of RMB 450,000. The annual power savings were 756,876 kWh, with an average power saving rate of about 22%.

JD's stores promptly clean up the domestic wastes, and send the wastes to professional processing institutions to be treated.

Advocating Green Consumption

In 2022, JD Retail introduced the "Green Impact Initiative" in partnership with 100 Fortune 500 brands, aiming to advocate for responsible and sustainable consumption. It establishes personal carbon accounts for consumers, recording their life footprints, and providing bonus points in the form of carbon energy as an incentive. After purchasing green products on the platform and participating in trade-ins, consumers can obtain carbon energy that can be redeemed for exclusive rights in their carbon accounts. In 2023, the "Green Impact Initiative" established a sustainable consumption zone to facilitate the identification of high-quality, healthy, and environment-friendly products. It has provided over 3.56 million low-carbon and environment-friendly products and labeled them as green products, covering more than 30 related qualifications both domestically and internationally, such as carbon neutrality and carbon reduction products, products with environment-friendly and plastic reducing packaging, organic and sustainable agricultural products, low energy consumption products, new energy vehicle products, and some other products that are friendly to biodiversity and climate change. Throughout the year, more than 66 million users engaged in low-carbon and sustainable consumption on the JD.com, with a total of 122 million green orders.

Green orders from low-carbon and sustainable consumption on the JD.com

122 million

JD.com Joins Hands with Magnum, a Brand of Wall's to Launch Sustainable Co-Branded Combination

In April 2023, JD.com, in collaboration with Magnum, a Brand of Wall's, launched the "Magnum × Green Impact Initiative Sustainable Co-Branded Combination." The cocoa beans used for the combination are selected from sustainable farms certified by the Rainforest Alliance and produced in factories using green power. The overall packaging can be recycled.

Sustainable Green Packaging

Recycling Through Trade-in Programs

JD.com initiated a trade-in[1] service for home appliances as far back as 2016, expanding to home furnishings in 2023. By the end of the reporting period, JD.com's trade-in services have extended to over 200 categories, with a growing number of consumers opting to trade in their home appliances and furnishings on JD.com. Data shows that in 2023 alone, JD.com recycled over 15 million units of disused home appliances and furnishings through trade-ins.

To provide users with a better service experience, JD.com has provided Three Free Services and Four Regardless-ofs in the trade in policy, namely free door-to-door service, free disassembly, and free transportation of disused appliances; regardless of channel through which the disused appliances were purchased, regardless of brand, regardless of when the disused appliances were purchased, and regardless of product condition. In addition, taking advantage of its advantages in logistics, JD.com provides consumers with hassle-free integrated services for applicances of different categories, including delivering new applicances, dismantling old ones, and installing new ones, which reduces the service procedure into one or two door-to-door visits, which used to require multiple visits.

JD.com actively aligns with national policies by "promoting green and intelligent home appliance consumption" through the sale of efficient and energy-saving green products. JD.com collaborates with consumers to cultivate a low-carbon lifestyle by selling efficient and energy-saving green products and carrying out trade-in initiatives. JD.com recycles home appliances and furnishings, and 3C appliances (computer, communication and consumer products), and improves waste recycling rate and resource recycling efficiency through incentives such as trade-in initiatives. JD.com tests the quality of the recycled 3C products and upgrades them for second-hand sales, encouraging the full utilization of resources. While ensuring that waste disposal meets regulatory requirements, it enhances the conversion and reuse of wastes.

By the end of the reporting period

JD.com's trade-in services have extended to

over 200 categories

In 2023

Trade-in home appliances and furnishings on JD.com

over 15 million units

In 2023, Five Star, in collaboration with SUPER PLANTS, launched the Qingsong Revitalization initiative, providing creative activities and incentives to further promote the popularization of green consumption and environmental awareness.

JD.com carefully checks the goods returned by users in the scenario of JD.com's self-operated business, among which the sales-qualified products with high usage value will be sold directly to customers through channels such as the JD Spare Parts Warehouse Main Station.

[1] JD carries out a trade-in program for home appliances, providing subsidies and trade-in value of old devices to users, and offering free services such as dismantling and transporting old appliances. For 3C products, JD provides door-to-door recycling services.

JD.com Provided Trade-in Service During 11.11 Sales Event

In 2023, JD.com provided trade-in service during the "11.11" sales event, covering over 90% of self-operated home appliances and over 50 categories of home furnishings. By simplifying the operation process, directly reducing the purchase price of new appliances, and not limiting the brand or age of the trade-ins, JD.com promoted the trend of trade-in on the consumer end and assisted in waste recycling and utilization. During the event, the transaction volume of home appliances and furnishings under the trade-in program increased by more than 13 times year-on-year, and the transaction volume of 3C digital products under the trade-in program increased by 3 times year-on-year.

Five Star Continued to Carry out the Trade-In Program

Five Star systematically promoted the trade-in service of home appliances. It is committed to providing a policy of Three Free Services and Four Regardless-ofs and makes continuous efforts to simplify consumer engagement process. In 2023, it recycled over 81,000 disused large home appliances such as televisions, refrigerators, washing machines, air conditioners, and kitchenware, and was awarded the titles of 2023 Leading Enterprise in Home Appliance Aftersales Service and 2023 Benchmark Unit for the Trade-in Trend of Home Appliances to Benefit People by the China National Household Electronic Appliances Service & Maintenance Association.

Trade-in Activity of Five Star Appliances Store

Food Management

JD.com works closely with upstream and downstream parties across the supply chain to take measures to conserve food and reduce loss in procurement, storage, processing, sales, and other links. Food loss and waste will be measured through log-keeping, making records, and other methods, and integrates food management to all links. JD.com encourages its employees to reduce food waste through education and incentives, and plans to distribute surplus food to organizations and groups in need via recycling, donations, and other means to help allocate food resources more reasonably, reduce food production pressure, and contribute to ecological and environmental protection while protecting food resources.

Measures to Reduce Food Loss and Waste

Reducing food loss and waste in stores

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

Reducing food loss and waste generated in canteens

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

Biodiversity Conservation

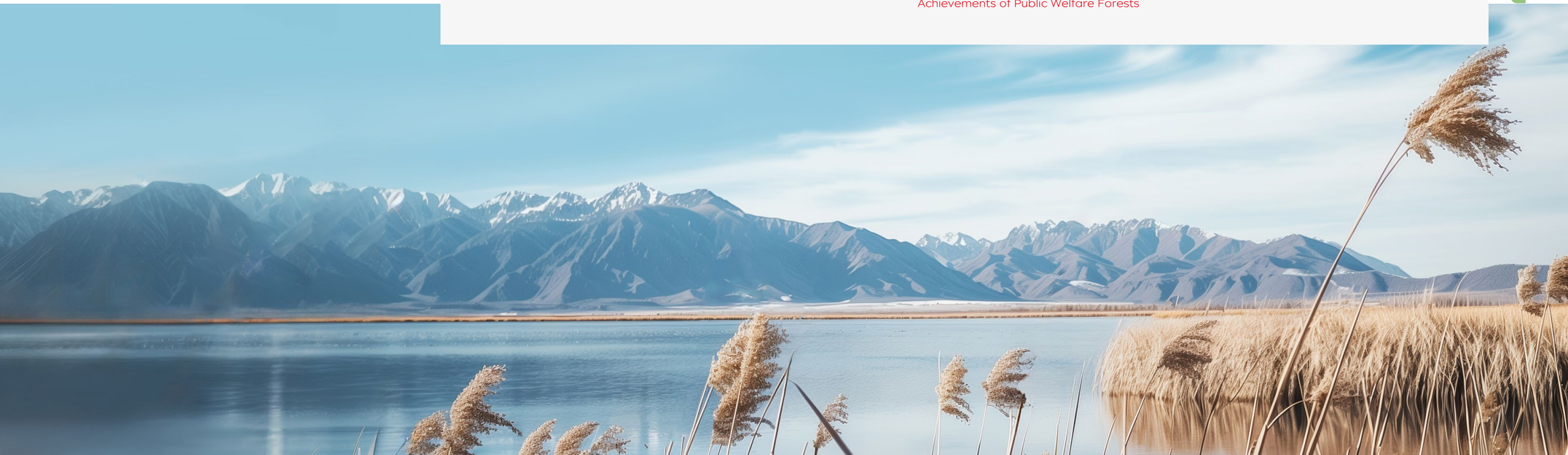
JD.com strictly prohibits the illegal trade of wild animals on its platform and swiftly removes any products associated with nationally-protected species of animals and plants or those banned by laws and regulations. JD.com maintains a zero-tolerance stance towards such activities. We have also organized a specialized squad to strictly review and screen all products on our platform using manual inspections and technical strategies to ensure that there is no sale or circulation of illegal wildlife products or hunting tools on our platform.

In addition, we collaborate with other stakeholders such as businesses, governments, and non-governmental organizations to explore methods and channels for biodiversity conservation. JD.com is a member of the Working Group on Preventing and Combating Illegal Wildlife Trading. We share with other members of the group the measures we have taken and the results we have achieved in preventing the illegal trading of wildlife and the sale of banned hunting gear online to jointly address the challenges of illegal wildlife trading online.

JD Retail Launched a Public Welfare Tree Planting Program to Assist in Greening Ningxia

In 2023, JD.com teamed up with the China Green Foundation to jointly promote a public welfare tree planting program, injecting new impetus into driving green development and building a green future together. Based on the number of orders under the trade-in program of mobile phones, computers, digital products, and home appliances on the JD.com platform from August to December 2022, this program contributed to the cause of greening Ningxia through public welfare donations. The funds raised by JD.com have been fully used for planting goji berry trees in Ningxia during the spring planting period of 2023. Goji berry trees, as a plant with ecological benefits, not only improve soil quality but also effectively prevent land desertification, which has a positive impact on the ecological and environmental improvement in Ningxia.

Achievements of Public Welfare Forests



Green Logistics

JD.com is committed to reducing the use of packaging materials through optimization, substitution, and recycling, while continuously improving their utilization rate. We attach great importance to energy conservation and emission reduction during transportation. We increased the proportion of new energy vehicles, and improved transportation efficiency through intelligent route planning, centralized cargo distribution, and other methods to reduce empty-loaded rate and energy consumption, promoting the sustainable development of logistics business.

Green Packaging

In response to the development trend of green packaging, JD.com keeps revising the *Regulations on the Management of Recyclable Transfer Bags*, regulating the full process management of recyclable transfer bags, covering application, use, circulation, cost control, disposal and other links, effectively improving the use efficiency of flexible bulk bags. In 2023, JD Logistics invested a total of 17.03 million recyclable transfer bags, with an average usage of more than 18.3 times per bag, saving 294.6 million disposable woven bags.

Environment-friendly Packaging Materials

JD.com uses biodegradable plastic packaging and recyclable non-woven fabric bags in many places including Beijing, Shanghai, and Hainan, gradually improving the quality and performance of packaging bags, promoting packaging reduction, reuse, recycling, and biodegradation. As of 2023, JD Logistics has implemented carbon reduction measures in packaging, resulting in a reduction of approximately 69,515 tonnes of greenhouse gases. Environmentally friendly packaging bags have been used in 100% of the stores of 7FRESH, a subsidiary of JD Group. Dada has achieved a proportion of 93.9% of biodegradable plastic packaging in its plastic packaging. Furthermore, JD.com is committed to large-scale and regular use of reusable thermal insulation boxes.

To further improve the use efficiency of environment-friendly packaging materials, Dada Group, a subsidiary of JD.com, conducted packaging training for all vendors, providing them with detailed explanations of the logic to use the packaging material and conducting packaging training for them. In 2023, JD Daojia saw business growth, while the number of packaging bags used significantly decreased, which reflects JD.com's achievements in implementing sustainable packaging solutions.

Reduced Packaging

Since 2017, JD.com, as the pioneer in building a "green supply chain" in the industry, has been working on the "Green Stream Initiative," focusing on green warehousing, transportation, packaging, technology, and other aspects of the entire supply chain, promoting the establishment of multiple industry innovations and standards, and becoming an important benchmark for carbon abatement in the industry. We have established a packaging carbon emission system, continuously reducing carbon emissions caused by packaging through three paths: reduction and optimization, reuse, and degradation. We have carried out core projects including X series cardboard boxes, PP insulation boxes, recyclable boxes, and degradable waterproof bags.

Since the launch of the industry's first Delivered with Original Package (DWOP) certification standard, JD Logistics has been closely cooperating with upstream and downstream suppliers to promote the DWOP model, significantly reducing the use of disposable packaging in the industry. In addition, we use environment-friendly and recyclable materials, and avoid using expandable polystyrene (EPS) and packaging materials with excessive heavy metal and harmful substance residues. We also require that the packaging void ratio should not exceed 20%, which can reduce more than 2 billion disposable packaging bags commonly used in the industry per year, effectively promoting the construction of a green supply chain. In 2023, 100% of JD's 7FRESH stores started to use non-woven fabric reusable bags and fully biodegradable bags.

Use of Packaging Materials and Carbon Reduction by JD Logistics in 2023

Category	Project Name	Usage	Carbon Reduction in 2023	
Packaging reduction	X series cardboard boxes	It's estimated that 110 million X series cardboard boxes were used.	Equivalent reduction: Approximately 1,719 tonnes of greenhouse gases.	
Reuse	Insulated boxes	It is estimated that 71.65 million foam boxes were saved annually.	Equivalent reduction: Approximately 40,627 tonnes of greenhouse gases.	
Packaging reduction	Substitutes of recyclable ice plates	Substitute disposable ice bags and dry ice with recyclable ice plates, saving approximately 100,000 tonnes of dry ice.	Equivalent reduction: Approximately 27,170 tonnes of greenhouse gases.	
Degradation	Degradable plastic bags	Biodegradable packaging bags have been gradually used in some provinces and cities, with an annual usage of 22.19 million.	/	

Packaging Recycling and Reusing

JD.com gives priority to using recyclable materials for packaging solutions. JD.com extracts reusable parts and transforms them into packaging materials. JD.com has put in place reuse standards for cardboard boxes and plastic packaging. The packaging that meets the standards will be recycled, and put it back into the logistics chain, thereby increasing the proportion of recyclable packaging. In 2023, we used recycled cardboard boxes for packaging in a large number of orders, effectively reducing packaging costs.

Use of Green Packaging Materials by JD Logistics in 2023

The proportion of environment-friendly and renewable packaging materials

Reduced usage of disposable foam boxes

10,748 tonnes

Usage of recyclable boxes

997,000

Number of uses of recyclable boxes

71.62 million times

Green Transportation

JD.com is committed to constructing its fleet of new energy vehicles (NEVs). It lessens the carbon footprint generated by the logistics process by substituting traditional vehicles with NEVs including hydrogen fuel cell heavy-duty trucks nationwide and expanding the scale of multimodal transportation. As of the end of 2023, we have invested a total of 8,290 self-operated NEVs on the highway in the trunk line and terminal transportation links, an increase of 2,872 compared to 2022, equivalent to an average annual reduction of 35,200 tonnes of greenhouse gases.

In addition, we actively explore the application of battery switching technology for NEVs and hydrogen energy vehicle technology. By scaling up the use of hydrogen energy vehicles, electric logistics vehicles, battery switching vehicles, electric traction vehicles, methanol light trucks and LNG clean energy logistics vehicles, etc., we continue to promote the green and low-carbon transformation and intelligent upgrading of the logistics industry, making significant contributions to achieving carbon reduction targets in the transportation sector. We have used dozens of hydrogen energy powered heavy-duty trucks as logistics vehicles, and some transportation has achieved net zero carbon emissions. As of the end of the year, we have saved a total of 74,000 liters of diesel. JD.com's Dada express service uses two-wheeled electric vehicles as delivery tools, with instant delivery mileage exceeding 2.2 billion kilometers this year, which is equivalent to reducing the greenhouse gas generated by fuel delivery vehicles by about 600,000 tonnes in the same mileage.

A JD.com's Hydrogen-Powered Logistics Truck

Green Park

JD.com integrates the concept and practices of environmental protection into the construction of its industrial parks, continuously improving the proportion of clean energy used in its parks and strengthening the retrieving, recycling, and reuse of wastes. It is committed to creating a benchmark green park and providing a solid foundation for development of the industry.

Improving Energy Efficiency

JD.com increases the consumption and supply of renewable energy, reduces GHG emissions, and improves energy efficiency by implementing an efficient energy management system, adopting advanced energy-saving technologies and equipment, and promoting green building standards. We also further optimize the energy structure by introducing renewable energy solutions, such as installing photovoltaic power generation systems.

JD.com actively promotes the application level of renewable energy in the park, and continuously optimizes the resource utilization efficiency in operations by setting up charging stations and photovoltaic (PV) power stations in the park, while complying with relevant national laws, regulations and industry standards. JD.com has laid out over 800 charging stations in 147 logistics parks across the country, providing a convenient charging network for new energy electric vehicles and effectively improving the utilization rate of renewable energy. The roof of JD Warehouse is combined with PV power stations, and the park prioritizes the use of green electricity generated by solar energy. If the generated green electricity is more than what is needed, the rest will be uploaded to the public grid and be sold to the electricity market, continuously supporting carbon reduction goals. In 2023, JD Property has built PV power generation systems in 31 logistics parks, with a total installed capacity of 180 MW and an average annual power generation of 190,000 MWh[1] which reduces carbon emissions by 189,000 tonnes compared to the equivalent thermal power[2].

JD.com incorporates the principles of green, low-carbon, and sustainable development into the entire lifecycle of the parks spanning from development and design to construction, and operations management. JD.com relentlessly explores and implements energy conservation measures in both new and existing parks. In 2023, in accordance with the *Assessment Standard for Green Building* of the Ministry of Housing and Urban-Rural Development of the People's Republic of China, JD Logistics has a total of 18 logistics parks containing green buildings, 18 logistics parks adopting sponge city designs, and 13 parks using prefabricated building models.

Green Certifications Related to the Parks

After undergoing on-site evaluations organized by the China Association of Warehousing and Distribution, according to the industry standard *Green Warehouses Requirements and Evaluation* (SB/T 11164-2016), JD.com's 14 parks have been awarded the "Green Warehouse Identification," including 9 first level (three-star) green warehouses and 5 second level (two-star) green warehouses.

The JINGDONG Intelligent Logistics Park · UK Venus Preston Connect 6 project in the UK has successfully obtained the BREEAM Excellent certification for its efficient energy utilization and environment-friendly design philosophy.

JD.com Continuously Optimizes Its Carbon Emission Monitoring Platform

In 2023, JD Property made more efforts to strengthen the energy efficiency management of "Asia No.1" Intelligent Industrial Parks in Baqiao District of Xi'an, and Daxing District of Beijing. By continuously optimizing the tools for monitoring real-time energy consumption and carbon emission data, we use advanced sensor technology to accurately monitor the electricity, water resources, and natural gas usage in the parks in real time. In addition, we have developed the JDCMS carbon data collection platform, which involves logistics parks across the country. The collection scope includes purchased electricity, natural gas, purchased heat, and water consumption. It has improved the monitoring efficiency of carbon emissions in the parks and achieved comprehensive control of energy consumption and environmental impact.

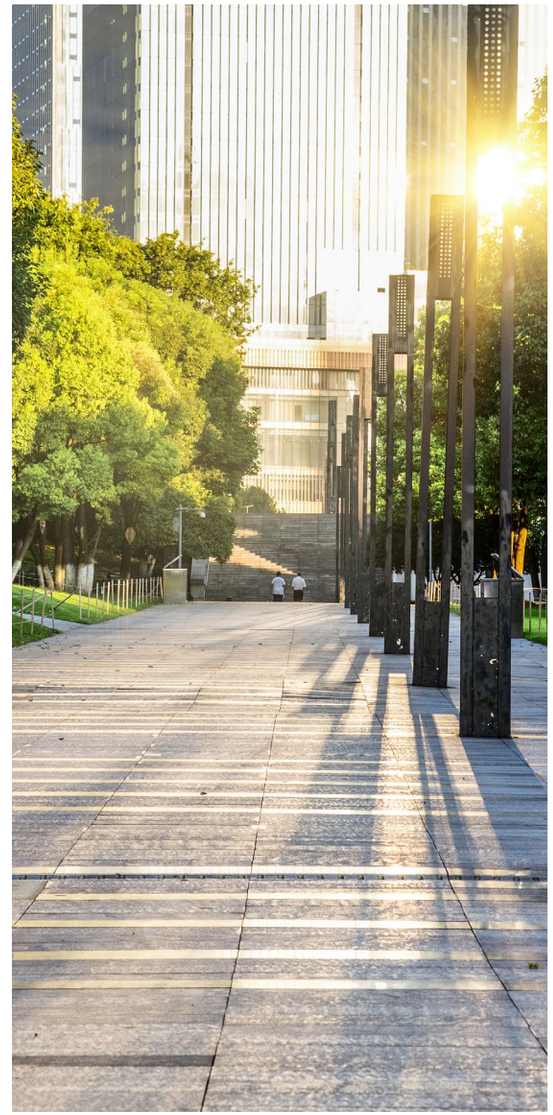
JD Industrials and a SPIC's New Energy Company that Focuses on County-level Distributed Comprehensive Smart Energy Solutions Entered into an Agreement for a Distributed PV Project with Digital and Intelligent Operation and Maintenance

In 2023, JD Industrials teamed up with a new energy company under the State Power Investment Corporation (SPIC) to jointly promote a county-level distributed PV project, covering Shandong Province, Hebei Province, Tianjin, and Hainan Province, with a total installed capacity of 400MWp[3], serving over 10,000 household PV stations. The project relies on the JD Industrial Internet Platform, which is a MIIT- certified cross-industry and cross-domain industrial platform, to update county-level distributed PV platforms operated and maintained in the digital and intelligent way, integrating JD's advantageous resources in the supply chain of industrial products, warehousing and distribution, and offline service network to achieve flat, intelligent, and refined organizational management. We try to establish an integrated control and management system for project development and construction, intelligent operation and maintenance and asset operation by sharing spare parts, warehouses, and professional operation and maintenance personnel, to help customers achieve the objectives of reducing costs, improving efficiency, securing and increasing power generation, and conducting safe and compliant production and operation.

[1] This data is estimated based on the effective power generation time of the project being 3 hours per day and the installed capacity.
[2] The calculation for the carbon reduction as a substitute for coal-fired power generation assumes that 1 kWh of electricity consumes 0.39 kilograms of coal, producing 0.997 kilograms of carbon dioxide.
[3] MWp: Megawatt (MW), is the unit of power; MWp represents the peak output power.

Waste Management

JD.com has developed internal policies and processing procedures for construction waste management and emission control, clarifying the requirements for resource conservation and environment-friendly green construction. JD.com attaches great importance to the sorting, recycling, treatment, and reuse of waste, and arrange dedicated personnel to be responsible for the sorting, recycling and statistics of waste generated throughout the construction process, ensuring a recycling rate of 75%. JD.com works together with construction parties to control and improve internal construction management ever since contract signing and vigorously promote waste reduction and reuse. In 2023, JD.com set the goal of minimizing pollutant emissions during the construction period. Through internal publicity, supplier cooperation and training, as well as cooperation with government, social organizations, and professional institutions, we aim to enhance the waste reduction awareness of all relevant parties, thus achieving comprehensive control of waste.



Construction-related Waste Management Initiatives by JD.com

Construction Waste Management

- Make comprehensive utilization of construction waste generated during construction, such as recycling and washing mortar and concrete, or using them as recycled aggregate.
- Promptly remove construction waste and spoil to reduce land occupation and air pollution.
- Unload construction waste to the disposal locations designated by the municipal authorities.

Non-construction Waste Management

- Set up garbage bins and storage points and appoint dedicated personnel to regularly transfer the waste to the disposal sites to avoid mixing it with construction waste.
- Metal wastes are sorted and handed over to qualified recycling companies.
- Waste that can't be recycled will be first considered to be utilized as a resource in such ways as waste decomposition and compost- making with organic waste to minimize the impact on the natural environment.

Dust Control

- Implement closed construction, as well measures such as constructing enclosures, covering earthwork, regularly watering, and washing vehicles are taken to prevent dust emissions.
- Provide hard paving for the haul roads and regularly sprinkle water to control dust.
- Adopt enclosed vehicles for transporting construction waste and ensure that they are not overloaded to prevent waste falling from the vehicles and dust raising.

Publicity and Education

- Educate the workers and conduct special inspections regularly to ensure effective implementation of the systems.

JD.com prioritizes green, low-carbon, environment-friendly and energy-saving products in material procurement, actively promotes the application of modern prefabricated building technology and green landscaping, formulates and implements green construction standards, and improves construction efficiency, in a bid to reduce waste generation from the source.

Biodiversity and Forest Protection

JD.com has proposed biodiversity-related requirements to itself, suppliers, partners, and other stakeholders, adhering to the United Nations Sustainable Development Goals (UNSDGs), the "Kunming-Montreal Global Biodiversity Framework" (GBF) to the Convention on Biological Diversity (CBD) and other biodiversity-related laws and regulations, including *Land Administration Law of the People's Republic of China*.

We actively promote biodiversity assessment and integrate the concept of biodiversity conservation into our own activities including land development, greening configuration, and construction. Meanwhile, JD prohibits business activities of upstream and downstream parties across the supply chain in key biodiversity conservation areas to avoid, reduce, restore, and offset the impact of value chain activities on biodiversity, in a bid to achieve no net loss of biodiversity.

JD.com upholds strict adherence to the laws and regulations, particularly the *Forest Law of the People's Republic of China*, concerning forest ecological protection. The Group enforces stringent forest protection policies across all its business operations, prohibiting any form of deforestation to maintain the integrity and sustainability of forest resources. In terms of our logistics packaging materials and office paper, we continued to use office paper certified by the Forest Stewardship Council (FSC) to reinforce our efforts towards forest protection and to mitigate the risks of deforestation. In 2023, JD.com's development of construction land did not have any negative impact on the original trees or surrounding forests of the plots.

Measures Adopted to Promote Biodiversity during Construction

Using a location-based approach, we conduct due diligence and ecological assessments on the self-operated developed sites and the vicinity, investigate the geological, hydrological, climatic and other natural conditions, and integrate biodiversity risks into the risk management process of the entire group.

- Analyze key biodiversity elements including animal and plant habitats, and ecological red lines; identify key habitats, and evaluate the potential impact of development behavior on the ecological habitats, examining water source protection areas, soil environment, endangered animals and plants, and other ecological indicators. Based on the evaluation results, timely improve and adjust the plans and develop biodiversity conservation measures to ensure sustainable development.
- Hire a professional consulting company to prepare a soil and water conservation plan report, based on which we carry out monitoring to prevent soil erosion caused by development activities.

Reasonable Greening Configuration

Under the *Code for the Design of Public Park* (GB 51992-2016) and other guidelines in parks, reasonably grow plants and design the landscape to provide food, shelter, and places to reproduce themselves and survive for wildlife, and improve the richness of species.

- Following the site-species matching principle, give preference to the plants that are suitable for the local soil and climate conditions, ensuring a favorable ecological environment for plants to grow.
- Organically combine different forms and types of plants based on their different botanical and biological characteristics and the ecological requirements and create multi-level landscape ecological communities of trees, shrubs, and grasses through multi-layer planting and natural grouping, and other methods.
- Adopt urban public green spaces and invest in the construction of green spaces and the planting of flowers, trees and other plants to improve urban natural spaces and protect animals, plants, and microbial populations living in the city. In 2023, we adopted a total of 54,300 square meters of green spaces around JD headquarters, with a greening rate of over 65%.

Green Construction

Through ecological planning and design, imitate natural hydrological cycles, construct depressed green and rain gardens, and increase urban ecological patches, to provide a wider range of habitats for living things.

- Implement green roof. For example, green the energy and environmental roof of JD Partner Building and the roofs of other structures, to reduce rainwater loss and improve the micro environment of the roof.
- Choose drought and flood resistant species to ensure healthy growth of plants during the rainy season and at normal times, and achieve the rainwater detention, retention and storage capacity of a "sponge city."
- Construct pervious pavements for sidewalks, function spaces, and parking lots above ground within the sites to reduce surface runoff during rainfall.

Purse green construction practices to reduce the impact on the surroundings, thereby protecting the living environment of animals and plants.

- Regulate the general contracting unit, strengthen management during the construction process, and reduce damage to the natural environment.
- Work within enclosed construction sites to prevent the impact of dust on plants.
- Implement the cleaner accountability system; bring the garbage together and send it to the locations designated by the local environmental authorities.
- Reasonably arrange temporary facilities to protect surrounding greenery based on the actual conditions of the construction site.

JD Logistics Launched the "Panda Backyard Program"

In August 2023, JD Logistics jointly launched the "Panda Backyard Program" with JD Foundation, The Amity Foundation, and Qingye Ecology. This program aims to raise ambient temperature control equipment, equipment and materials required for cleaning and epidemic prevention and disinfection for the giant panda rescue base, to assist the park in efficiently carrying out inspection management and material transportation, and to provide support for scientific research activities such as wildlife investigation and monitoring within the park and in surrounding mountainous areas. We have delivered the first batch of ice cubes and fruits to the base to alleviate the discomfort caused by the heat and enhance the capabilities of the base to provide medical assistance. In addition, JDL Express has launched supporting public welfare activities to encourage public participation, allowing consumers to contribute to the protection of the giant pandas in their daily lives.

03

A Pragmatic Approach Leads to Shared Development Outcomes

JD.com actively embodies the principle of "boosting the real economy by leveraging JD's identity as a real economy enterprise" by integrating digital intelligence with the real economy. We have created a strong employment model for physical businesses that values both scale and quality, enabling our staff to evolve from mere jobholders to passionate professionals. Moreover, we utilize our comprehensive end-to-end supply chain capabilities to offer digital logistics solutions, driving innovation and sustainability across industries and among our business partners.

Human Orientation

The success of a business is rooted in the foundation of its human resources. JD.com understands that its employees are pivotal to driving innovation and growth. We fully respect and safeguard the legal rights and interests of our employees. We have established a fair, transparent, and competitive compensation and incentive system. Our ongoing efforts continuously improve our training and promotion processes, and foster a diverse, equal, safe, and healthy workplace. At the same time, we provide diversified employment opportunities and strive to cultivate a thriving talent ecosystem to create maximum social value.

Quality Employment Promotion

As a new type of real economy-based enterprise, JD.com relies on digital intelligence-based social supply chain infrastructure to upgrade offline physical business forms. We offer technology and services to brand manufacturers, offline stores, micro, small and medium-sized enterprises, as well as new farmers. Our aim is to constantly create new growth opportunities for them, fostering the advancement of real economy-based sectors, and enhance our societal impact by maximizing our contributions.

JD.com continues to promote more stable and larger-scale high-quality employment. We provide competitive compensation packages, rapid growth paths, and vast development opportunities for college graduates. We have also created dedicated growth programs for interns. By university-enterprise cooperation, we have collaborated with educational institutions, including universities and vocational colleges to create a benchmark for industry-education integration. We carry out vocational skills training to bridge the digital talent gap and create more employment opportunities for skilled individuals.

By utilizing our digital intelligence-based supply chain capabilities, we support new farmers in improving quality and increasing income, while helping to create more employment opportunities for local households in their respective regions. Over the past three years, JD.com has continuously driven the industrialization, branding, and digitalization of agricultural products across various regions through the rural revitalization "Benfu Plan," also known as the "Prosperous Villages Initiative." Our supply chain has driven the upstream and downstream industries to achieve stable employment and high-quality employment across the industry.

During the reporting period, JD.com launched the "Spring Dawn Plan" for all merchants, introducing a rapid natural person registration channel, and a "zero-cost trial operation" initiative. Focusing on new and high-quality merchants, JD.com upgraded the traffic ecosystem. We empowered merchants to reduce costs and boost efficiency with our whole-scene and whole-chain service capabilities.

More Traffic

- Support with tens of billions of traffic
- Double traffic incentive for new merchants
- Reward in advertising funds
- Free "New Store Welcome Kit"
- Full display of high-star stores on the search page
- "Dark Horse Merchant Growth Competition"

More Cost-effective

- "Zero-cost Trial Operation" without an expiration date
- Technical service fee rate 0%
- Tiered margin standards
- Join the "Factory Store" for free
- Free access to intelligent customer service
- Monthly service subscription card

Faster Operation

- 1-minute registration at fastest
- 70% reduction in qualification materials
- Improve product launch efficiency by 30%
- Growth tool empowerment

Better Service

- Product source recommendation
- Official merchant community guidance
- Comprehensive JD Logistics and third-party logistics services
- Enjoy corresponding interest-free purchases for new customers based on merchant categories

"Spring Dawn Plan" Measures to Assist Merchants in Upgrading

Number of JD.com's frontline employees

over 360,000

Proportion of frontline employees coming from rural areas

80%

JD Logistics Launches a "10,000-Person Recruitment Plan"

During the reporting period, JD Logistics officially launched the "10,000-Person Recruitment Plan," focusing on supply chain, operations, management, and sales. Through recruitment programs like "Boss Recruitment Drive" and "Youth Cadre Class," JD Logistics has recruited over 20,000 new employees by the first half of 2024. This plan will prioritize the recruitment of grassroots managers, reserve management talents, and frontline operators, enhancing the professional capabilities of JD Logistics' talent pool. Additionally, it will promote high-quality employment for its employees in compensation, talent development, and welfare benefits.

In promoting youth employment, JD Logistics has recruited tens of thousands of college graduates through its "Rising Star" program. Combined with the newly launched "Youth Cadre Class" recruitment initiative, it has further provided more local job opportunities for job seekers and promoted logistics openness and regional business development. In 2023, the maximum year-end bonus for frontline Boss-level employees at JD Logistics reached 23 times their basic salary, and the average compensation of frontline employees across various teams doubled.

JD.com Wins the Title of "National Advanced Collective in Building Harmonious Labor Relations"

At the first national conference for recognizing and exchanging experiences on advanced collectives and individuals in building harmonious labor relations, JD.com was distinguished as the sole recipient of "National Advanced Collective in Building Harmonious Labor Relations" within the industry. This recognition celebrates JD.com's exceptional efforts in fostering positive labor relations, enhancing employment quality, and meeting its social responsibilities. Its accomplishments have earned national acclaim and endorsements.

At the same time, as the only corporate representative invited to speak at the conference, the responsible person from JD.com shared the relevant practices and experiences, working together with all sectors of society to advance the quality of harmonious labor relations.

JD.com's "National Advanced Collective in Building Harmonious Labor Relations" Plaque

Diversity, Equity and Inclusion

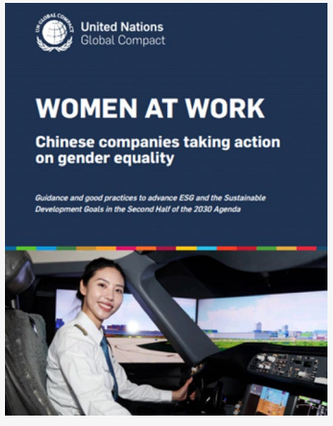
JD.com adheres to principles of openness, equity, and diversity in its hiring practices, explicitly outlines standards of employee conduct and strictly prohibiting any discrimination, harassment, or inappropriate behavior based on gender, age, ethnicity, region, religion, physical condition, etc. We regularly monitor and evaluate the gender pay gap, implement the principle of equal pay for equal work, and collaborate with employees to foster a positive, harmonious, and enjoyable work environment.

JD.com has established dedicated channels such as the 400-customer service hotline and bigear@jd.com to receive complaints and reports of workplace harassment. We have clear guidelines for handling workplace harassment, including principles, timeframes, responsibilities, and procedures. Depending on the severity of an incident, we impose varying disciplinary measures. Additionally, those who abuse the complaint channels, falsely accuse or trap others, or fail to actively handle sexual harassment cases will also be seriously dealt with. We are committed to building a diverse workplace culture and regularly conduct training related to anti-sexual harassment, including behaviors and manifestations of sexual harassment, guidelines and initiatives for responding to sexual harassment in the workplace. In 2023, all employees of JD.com have received this kind of training.

Employees Participate in Yoga Classes

JD.com's Gender Equality Case Study Included in the Case Set of the United Nations Global Compact (UNGC)

JD.com's gender equality initiatives and practices were proudly included in the United Nations Global Compact (UNGC) report titled *Women at Work: Chinese Companies Taking on Gender Equality | UN Global Compact*[1]. As the first UNGC report focusing on the practices of Chinese companies in promoting gender equality, it features case studies and stories of female employees from eight Chinese companies. The report highlights three key areas including equal workplace opportunities, safe and healthy working environments, and family-friendly workplaces. It offers valuable practical references for Chinese and global companies and provides a feasible roadmap for businesses to support gender equality.



JD.com's Case Study Included in the Special Report by the UNGC

JD.com's Diverse Employee Composition

Number of employees with disabilities
4,067

Number of minorities employees
32,888

Share of women in total workforce
21.0%

JD.com Promotes Gender Pay Equality[2]

Mean gender pay gap in percentage	Median gender pay gap in percentage	Mean gender bonus gap in percentage	Median gender bonus gap in percentage
13.9%	2.3%	10.8%	-0.2%

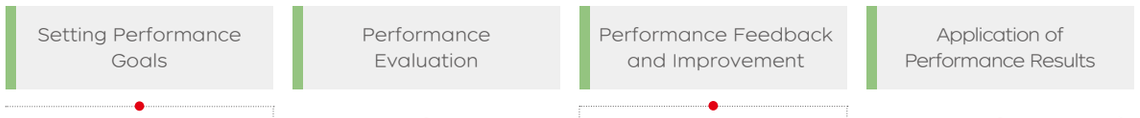
[1] *Women at Work: Chinese Companies Taking on Gender Equality | UN Global Compact*.

[2] The data is from non-frontline employees directly managed by JD.com (excluding Deppon, Kuayue-Express and Five Star). The data reflects the difference between the mean or median pay or bonus of all male employees and all female employees within the scope.

Employee Compensation and Incentives

JD.com has established a compensation structure that combines fixed salaries with short-, medium, and long-term incentives, aligning with industry trends and market conditions. We continuously optimize our compensation and incentive system to ensure both internal fairness and external competitiveness. To implement our "contributor-oriented" incentives, we consider various aspects of employee performance, such as job roles, professional skills, and business conduct compliance, and have implemented a performance-based variable compensation mechanism for all employees.

We have established a multi-dimensional performance evaluation mechanism to undertake strategies upward and implement performance goals downward. By combining qualitative and quantitative assessment methods, we set evaluation cycles of monthly, quarterly, semi-annual, and annual reviews based on job nature, and coordinate the assessment of individual employee and team performance. Managers shall maintain close communication and collaboration with employees to provide them with precise guidance and support, thereby ensuring the efficiency and scientificity of organizational performance management.



JD.com's Performance Evaluation System

To ensure that employees' wages adequately meet their basic living needs such as food and clothing, we focus on the overall salary level while assessing the living standards and wage criteria for employees in different regions. We provide compensation higher than the local minimum wage standard in strict accordance with national laws and regulations as well as relevant regional regulations.

JD Logistics boasts a large number of logistics staff including delivery couriers and warehouse sorting staff, and their salary level is among the top in the industry. Furthermore, we continuously refine our equity incentive policies to incentivize key employees. We regularly conduct performance evaluations for employees participating in the stock ownership plan and incorporate differentiated sustainability indicators based on their job standards. We offer benefits such as incentive stocks and stock options to eligible employees, sharing our growth and success.

JD.com has achieved the goal of "gradually increasing the employees' average annual revenue from a 14-month salary to a 16-month salary" by July 1, 2023. In 2023, the total expenditure of JD.com on human resources (including its own employees and external personnel) amounted to RMB 104.7 billion.

Total expenditure of JD.com on human resources (including its own employees and external personnel)

RMB 104.7 billion

The Average Salary of All Frontline Customer Service Employees at JD.com Increases by over 30%

JD.com's customer service has evolved into the largest self-operated customer service team in the industry. It includes the "Sunshine Angel" team, comprised of nearly a hundred individuals with disabilities, for whom JD.com has set up special areas such as independent office space, a separate dining area, caring dormitories, and accessible restrooms. Additionally, we provide regular team-building activities, psychological counseling sessions, and other tailored benefits for this team.

In addition to providing the "social insurance and housing provident fund" for all employees, JD.com has also established a multi-dimensional welfare and talent development system. Since February 1, 2024, more than 20,000 frontline customer service employees at JD.com have seen their average annual salaries increase by over 30%, showing our recognition and encouragement of their hard work and dedication.

Employee Training and Development

JD.com prioritizes the comprehensive development of its employees as a key organizational strategy. By establishing a holistic and multi-dimensional development path and training system, we promote a deep integration of individual career growth with our strategic objectives. This approach empowers our employees to realize their self-value, while injecting a constant flow of power for the Group's long-term development.

Deepening the Talent Development System

Adhering to the management philosophy of "long-termism" and "openness and fluidity," JD.com establishes a career development path of vertical promotion and horizontal professional expansion and constructs a talent team with a reasonable hierarchical structure. For vertical talent development, JD.com has established an open and transparent promotion mechanism, taking "value contribution" as the core requirement and "ability improvement" as the necessary conditions. We regularly carry out employee promotion activities every year, attracting employees to take root in their professions, create value, and develop their abilities. For horizontal talent expansion, JD.com emphasizes and fosters the broadening of skills across related fields for talents already established in their primary fields, providing employees with expansive career growth opportunities.

In 2023, we enhanced our employee promotion system to bolster incentives for outstanding performers. During the nomination phase, we revised the criteria to safeguard the fair progression of young talent and mandated that managers publicly disclose promotion nominations and their rationale within their departments, ensuring transparency. In the assessment phase, the Human Resources team assumes an impartial role, advocating for team development and cultural stewardship in managerial promotion reviews. In the promotion announcement phase, we standardized complaint channels and handling procedures, implementing multiple measures to protect employees' rights. To guide employee growth and development more scientifically and reasonably, we have also continued to refine our 360 questionnaires, enhancing their accuracy in reflecting employees' abilities, potential, and development needs through improvements in questionnaire structure, summary reports, and empowerment materials.

Diversified Talent Training

JD.com consistently enhances its employee training system to align with its strategic objectives and the developmental requirements of its employees. We have created a comprehensive, systematic, and practical training initiative focusing on general competencies, leadership skills, professional growth, and the cultivation of the next generation of professionals.

JD.com Training System

Program	Target Audience and Training Content	Training Courses
General competencies	For all employees Enhancing employees' general workplace literacy in cognition, communication, and efficiency	JDX series: JDTalk (Perception - Innovation-Change), JDVoice (Experience - Inheritance - Sharing), JDTech (Technology - Product - Applied Research) CareerUp JD.com professionalism series: Reshape Your Career Mindset with a Canvas, Structured Thinking, Seven 'Stars' Linked by a 'String' - Systematic Problem solving Mind Training
Leadership skills	For on-the-job managers and high-potential management talent Effectively enhancing managers' coordination and management abilities, and helping them grasp our business philosophy and management methods systematically and solve complex business and management issues	Pengyuan Class, Zhiyuan Class, Pinnacle Program, Pilot, Rising Wave and other programs
Professional development	For all employees Formulating and developing professional development training courses by establishing committees for professional channels of technology, products and functions	Learning Map
Next generation of professionals	For fresh graduates from campus recruitment Assisting fresh graduates in quickly integrating into us and transitioning from a campus to a professional setting	"Say Hello to JD.com - JD.com's New Employee Onboarding Training" Star Class

"Pengyuan Class" - Training on Leadership Skills

For newly promoted or transferred executives at the director level, JD.com regularly launches the "Pengyuan Class" for training on leadership skills annually.

The "Pengyuan Class" training program integrates online learning, face-to-face intensive sessions, case studies, and hot topic discussions to deliver a multifaceted training approach. It concentrates on JD.com's managerial culture, team development, and performance-driven leadership. The program aims to bolster managers' work ethos, leadership skills, and self-efficacy, aiding them in quickly adapting to their new roles and excelling in their positions. In 2023, JD.com organized four sessions of the "Pengyuan Class" training, assisting nearly 400 managers in gaining a comprehensive understanding of leadership skills.

JD.com's CEO is Delivering Lectures to the Participants of the "Pengyuan Class"

Group Photo of "Pengyuan Class" Training

"General Competencies" - Professional Literacy Series Training

JD.com's professional literacy series training is a specialized talent development program aimed at young talents and it is divided into cognitive breakthrough, communication and expression, and efficient work, providing young talents with a systematic and comprehensive learning path. In 2023, 19 professional literacy training sessions were held at JD.com headquarters, as well as in Nanjing, Suqian, and Southwest offices, accumulating 30 courses. The training program covered 1,293 key employees from JDSTAR, JD Logistics Rising Star, and Customer Service Future Star.

Group Photo of General Competencies Training

During the reporting period

100%
of employees were trained

Total hours of employee training were
20,971,781.7

Average training time per employee was
40.7 hours

Amount invested in talent development training per employee was
RMB 118.1

Since 2014, we have offered all employees (including full-time, part-time, and contractor employees) the opportunity for continuing education through programs such as "I'm Attending College at JD.com" and "I'm Pursuing a Master's Degree at JD.com," and have provided a support policy of interest-free loans for continuing education to assist employees in furthering their studies. By the end of the reporting period, nearly 5,000 employees of JD.com had enrolled in these programs, and more than 2,000 had obtained academic certificates.

Employee Rights and Care

JD.com adheres to the philosophy of "placing the well-being of employees ahead of the interests of the enterprise," prioritizing employee development over business success. We strive to protect the legitimate rights and interests of our employees, establish an equal and smooth communication mechanism, create a multi-scenario welfare system for employee care, and enhance employees' happiness and sense of belonging in all aspects.

Protection of Employees' Rights and Interests

In our internal policies such as the *JD.com Human Rights Policy,* we explicitly outline standards for employee recruitment and employment, firmly opposing and prohibiting any child labor and forced labor. We also mandate that our suppliers and partners comply with relevant laws, regulations, and clauses regarding the rights and interests of employees. Throughout the recruitment and hiring process, we strictly verify the authenticity and validity of potential employees' information, ensuring that they are at least 16 years old and meet the employment conditions, such as the requirements of the Sunlight Integrity Alliance list. Should any violation of these standards be detected, JD.com will promptly launch an investigation, enact corrective actions, and handle the matter with the utmost seriousness in line with legal regulations and related policies. As of the end of the reporting period, JD.com had no incidents of employment discrimination, child labor, or forced labor.

We have actively drafted and championed the signing of the JD.com Collective Agreement, upholding the principles of freedom of association and the right to collective bargaining for our employees. Annually, we stage Staff Representative Meetings to guarantee that our employees are granted their democratic entitlements, including the rights to information, participation, expression, and oversight, as mandated by law. Throughout 2023, we conducted six of these meetings, resulting in the endorsement of seven policy documents impacting the entire workforce, as well as the approval of three critical issues. In conjunction with our administrative department, the trade union organized three rounds of Employee Service Opinion Communication Sessions, ensuring that employees were consulted in advance and that staff representatives had ample opportunity to engage in discussions concerning rules, regulations, and significant matters that affect employee rights.

JD.com's Degree Certification Program

I'm Attending College at JD.com

JD.com has collaborated with the Open University of China and Beijing Foreign Studies University for university-enterprise cooperation. Employees who meet the universities' requirements can apply to participate in programs such as upgrading from an associate's degree to a bachelor's degree through this program.

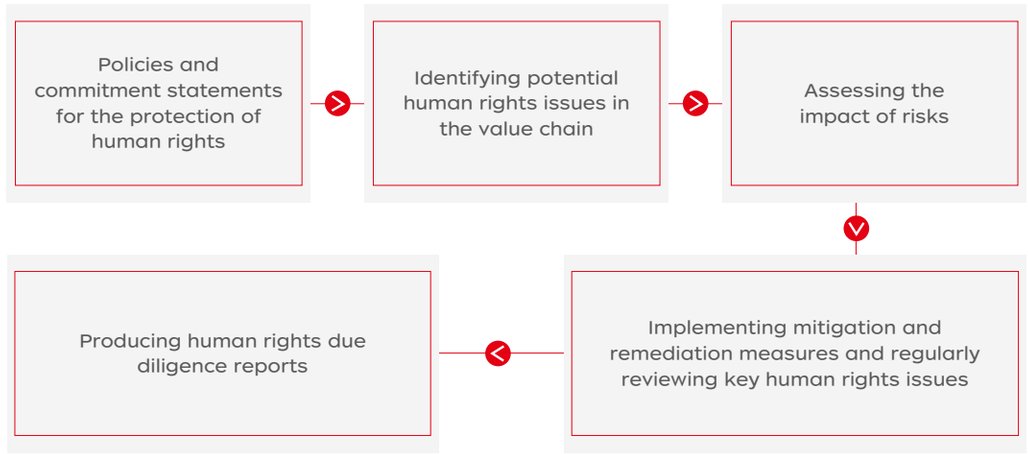
I'm Pursuing a Master's Degree at JD.com

JD.com has collaborated with the Renmin Business School for university-enterprise cooperation. Those eligible employees with equivalent academic competence can apply to enroll in the part-time master's degree courses through this program.

As of the end of the reporting period

JD.com's Trade Union Committee members	Chairperson	Vice-chairpersons	JD.com's collective contract coverage rate
15	1	3	100%[1]

In addition, we have implemented human rights due diligence across the entire Group to identify potential human rights risks in our operations and business-related activities. We conduct in-depth evaluations of the nature and severity of these risks and formulate specific risk mitigation and remediation measures, ensuring a prompt and efficient response to any human rights concerns that may arise. During the reporting period, JD.com carried out human rights due diligence for all employees, protecting employees' rights of equal remuneration, freedom of association and etc., reviewing and preventing risks and issues related to child labor, forced labor, harassment and discrimination, unequal pay, and other aspects. We took remedial actions against individuals confirmed to have violated relevant requirements, including but not limited to requiring apologies, demotions, dismissals, cancellation of granted equity and restricted stock, etc. Instances suspected of constituting illegal or criminal activity were referred to the appropriate legal authorities while providing humanistic care and psychological assistance to victims to help ease their distress and suffering.



JD.com's Human Rights Due Diligence Framework

[1] The data excludes Deppon and Kuayue-Express.

Employee Communication Mechanism

We encourage employees to actively voice their reasonable demands and suggestions and have established multi-dimensional communication channels, including a dedicated 400 hotline, bigear@jd.com, employee forums, and Staff Representative Meetings. We categorize and prioritize employee feedback based on the nature and urgency of the issues and have implemented a tiered system of problem-solving solutions and processes. We also implement practical and efficient improvement actions to ensure that every piece of feedback has a clear action plan and prompt response. Additionally, for our overseas employees, we have set up dedicated email addresses—jdw_radar@jd.com and globalhrssc@jd.com—to collect their opinions, which are then followed up on and addressed by JD.com or the local Human Resources Department.

Respond within 24 hours	Close the problem-resolution hoop within 3 working days	Resolve complex incidents within 7 working days

Issue Resolution Timeliness of Frontline Employees

To foster a culture of openness and transparency, JD.com conducts quarterly employee satisfaction surveys for all staff members. The survey is designed based on the characteristics and requirements of different job positions, encompassing multiple dimensions such as job satisfaction, recognition of work value, stress levels, and challenges. This strategy is employed to better understand the voices of employees and thereby improve their work experience. In 2023, we engaged both office and frontline employees in these surveys[1]. The annual survey results yielded an average score of 4.53, with office employees scoring 4.55 and frontline employees scoring 4.50.

For JD.com office employees

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

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

- Work standards
- Equipment environment
- Personal development
- Compensation incentives
- Team management
- Cultural atmosphere
- Staff dedication

Satisfaction Evaluation Criteria of Different Position Sequences in JD.com

[1] A 5-point rating scale has been adopted in the employee satisfaction survey of JD.com, with 5 indicating the highest score.

Employee Benefits and Care

JD.com is committed to enhancing the benefits system based on the universality of all employees, oriented to tilt scarce resources to core talents and improve the benefits of frontline employees. In addition to providing all employees with statutory benefits such as social insurance and housing provident fund, we have also established a multi-scenario employee welfare system that includes commercial insurance and annual health check-ups.

In alignment with legal requirements and job realities, we provide a comprehensive suite of welfare leave benefits, including statutory holidays, sick leave, annual leave, marital leave, bereavement leave, maternity leave, paternity leave, lactation leave, prenatal check-up leave, and leave for work-related injuries. Employees with children can also enjoy paid leave for events such as parent-teacher meetings. Furthermore, we arrange flexible working hours for some employees according to the characteristics of their positions, and arrange for employees to work from home when necessary, providing a flexible and humane working model.

JD.com Employee Benefits System

Build a "Three Pillars" approach and offer diverse employee benefits tailored to "Multiple Scenarios," which prioritizes not just employees' physical and mental wellbeing, but also professional development and family satisfaction.

Multiple Scenarios

Physical and mental health	Basic necessities of life	A happy family	Leave benefits	Culture care	Policy benefits
Commercial insurance	Meal subsidies	Housing security fund	Annual leave	Seniority reward	Social insurance
Medical check-ups	Dinner on workdays	Assistance fund	Paid maternity leave	Reward on values	Housing fund
Fitness centers	Commuting for overtime	Children's playground	Paid sick leave	519 Veterans' Day	Residence permit
Outdoors fitness areas	Shuttle buses	Childcare centers	Half-pay sick leave	JD.com's family gift	Overseas graduates settlement
Health counseling room	Welfare housing	Kindergarten	Other statutory holidays	Team building	Graduates settlement
EAP psychological counseling services	Welfare coupons	Education		New Year in JD.com	Talent introduction
	JD.com merchant discounts				Talent programs

Employee benefit policies are based on the universality of all employees , oriented to tilt scarce resources to core talents and improve the benefits of frontline employees.

An Integrated Benefit Platform
An integrated tool for managing benefits systematically provides one-stop services, such as benefits distribution, a benefit board, policy documents and online processing, for employees to process benefit-related affairs.

Three Pillars

Mandated Benefits	Supplement Benefits	Featured Benefits
JD.com complies with the local and national requirements by providing basic benefits.	JD.com provides supplement benefits featured by the Business Group Business Unit (BGBU).	JD.com provides benefits featured by and representative of itself.

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

We are dedicated to safeguarding the rights and well-being of female employees, offering specialized amenities such as mother and baby rooms, distinct employee identification, and dedicated parking spots. Adhering to national and local legal requirements, we ensure that employees on maternity leave receive a minimum of 158 days of leave, with appropriate salary and benefits during the period of maternity leave. Fathers are eligible for at least 10-30 days of paternity leave, supported by appropriate documentation. Employees with childcare duties have 5-10 days of parenting leave each year. For couples who are both JD.com employees, the parenting leave can be transferred between them, allowing for adequate time to recuperate and enjoy precious family moments.

- Annual medical checkups, tailored to age, marital status, etc., for female employees
- Additional commercial maternity insurance up to RMB 5,000
- Baby-care facilities with private rooms equipped with sofas, refrigerators, lockers and other facilities
- Childcare center and children's playground at JD.com headquarters
- Pregnant employees enjoy rights such as priority queuing and parking
- Various convenient services and facilities, such as hair dryers, sanitary napkins, and special seats for pregnant women on shuttle buses

JD.com's Benefit System for Female Employees

JD.com's Workplace Environment

Employee Care Activities under Multiple Scenarios

- The Frontline Employee Day

On April 8, 2023, JD.com commemorated its eighth annual "Frontline Employee Day." Frontline in warehousing, logistics, customer service, after-sales and other frontline employees, JD.com provides industry-leading compensation packages to these employees, with over 60% securing stable employment in their local communities. Through the "I'm Attending College at JD.com" program, approximately 5,000 employees have had the opportunity to pursue higher education, while 22,000 have earned professional courier skill certification. These achievements exemplify a high-quality development from mere employment to a culture of professional dedication and professional fulfillment.

JD.com is dedicated to fostering prosperity among its frontline employees by generating ample opportunities for success and nurturing a versatile and inclusive atmosphere for their professional growth. While enhancing the sense of honor and fulfillment for all frontline employees, we also use this as a call to action for society to show more respect and support for grassroots employees.

- JD.com's Family Gift

By the end of the reporting period, JD.com has teamed up with numerous museums to produce over 5 million "JD.com's Family Gifts." These gifts convey enduring companionship while actively championing traditional Chinese culture. The JD.com 2024 Spring Festival Family Gifts are 100% supported by JD.com's robust supply chain, covering every stage from design, product selection, and production to distribution, ensuring that the gifts and blessings reach every JD.com employee.

Empowering Employees to Enjoy a Fulfilling Career and a Stable Livelihood

As a leading-edge new type of real economy-based enterprise, JD.com has extensive experience in integrating digital technology with the real economy, always intertwining its development with the growth of its employees.

- JD.com Youth City

In May 2023, the "JD.com Youth City" project was officially launched, with total investment expected to exceed RMB 6 billion. The project will provide nearly 4,000 fully furnished employee apartments, ready for immediate occupation. The complex will include amenities such as a kindergarten, cinema, basketball gym, swimming pool, and commercial street, covering a gross floor area of over 300,000 square meters, creating a vibrant living and working community for employees.

Panoramic Rendering of JD.com Youth City

Panoramic Rendering of the Kindergarten of JD.com Youth City

- Housing Security Fund

As of the end of the reporting period, 77% of the applicants for JD.com's housing security fund are frontline employees, marking a notable rise from previous figures.

- JD.com Love Assistance Fund

JD.com Love Assistance Fund was established in 2010, specializing in relieving the urgent needs of employees in the event of sudden accidents or illnesses, and has accumulated an investment of more than RMB 110 million. JD.com is committed to growing its "Child Support" program, which is one pillar of the JD.com Love Assistance Fund and offers financial aid for the education of employees' children who have lost their parents due to illness or accidents. This support continues until the children complete their university studies. By the end of the reporting period, this initiative has supported 57 families, with 82 children benefiting from the compassionate assistance fund.

- New Year in JD.com

In the Spring Festival of 2024, JD Logistics carried out the "Spring Festival Delivery" project for the 12th consecutive year. JD Logistics continues to provide the workers with allowances and benefits valued over RMB 500 million through a series of welfare projects such as "New Year in JD.com," higher than the national legal criteria, including legal overtime pay, subsidy for children's Spring Festival reunion and Spring Festival red envelopes. In addition, JD Logistics carefully arranges the Spring Festival atmosphere and holds a series of cultural care activities, such as distributing traditional couplets, making dumplings, hosting reunion dinners, and giving gift packages, so that employees can feel the warmth of "home" even if they are away during the holidays.

JD Logistics' Spring Festival Care Event Site

JD.com is committed to fostering a healthy work-life balance for its employees by organizing a range of sports events and activities to enrich the recreational life of employees. We have established 11 employee clubs with tens of thousands of employees participating since their inception to accommodate a wide array of interests. During the reporting period, JD.com hosted a variety of events, including basketball, badminton, and soccer tournaments, aiming to enhance employees' personal lives, facilitate interactions among colleagues, and boost team unity and employee engagement.

Organizing Cultural and Entertainment Activities for Employees

In 2023, JD.com orchestrated a series of spring and autumn cultural and recreational events, offering over 500,000 employees a platform to showcase their talents and unwind. In the spring season, we featured a group-wide photography competition, which identified 50 exceptional entries for cultural dissemination, capturing cherished moments of JD.com employees. In the autumn, JD.com celebrated a robust sports season, hosting a total of 134 competitive events, including 15 basketball matches, 93 badminton matches, 2 swimming events, and 24 chess and card games, engaging the participation of 2,441 employees.

Group Photo of JD.com's Cultural and Entertainment Activities

Occupational Health and Safety

JD.com adheres stringently to domestic and international occupational health and safety standards and regulations. We regularly review and optimize our internal policies, drawing on recommendations from employee representatives and real-world insights. The health and safety of every employee are paramount in our production and operational practices. We enforce compliance with occupational health and safety laws and norms among our suppliers and partners and integrate these standards into our procurement and contractual processes, thereby providing our employees with robust safety protections.

We have established an Occupational Health and Safety (OHS) Committee as the highest governing body for OHS, chaired by the Chief Human Resources Officer (CHO), with the CEOs of each business unit serving as key committee members. To ensure comprehensive oversight, we have established specialized OHS working groups and execution teams within each unit, creating a tiered structure for effective management of health and safety concerns. The OHS Committee coordinates and makes decisions on OHS strategic planning, approving and promoting the development, implementation, and changes of OHS policies. It is also tasked with constructing and reinforcing OHS risk management mechanisms, ensuring effective supervision and execution of OHS management activities, and regularly reporting to the Board of Directors on the advancements and achievements in OHS management.

We are dedicated to enhancing our OHS management system and pursuing certifications for our various business lines, clearly defining the responsibilities for work safety within each line. The OHS Committee guides each line to establish quantifiable health and safety targets, and periodically reviews and evaluates the progress of these targets, which are also integrated into the performance metrics of our management team to guarantee their diligent execution and achievement.

To enhance our response capability for emergencies, we established a special emergency rescue team that designs comprehensive and specific plans for different safety scenarios. These plans ensure that every staff member understands their tasks and the proper procedures to follow in an emergency. Moreover, we regularly identify and inspect potential safety risks in line with our operational realities, assessing their degree of impact on safety issues and categorizing them into different grades, in order to develop targeted preventive and control measures and solutions. In 2023, our internal safety audit revealed no safety incidents within the Group.

By the end of the reporting period, JD Retail and JD Industrials obtained the ISO 45001 Occupational Health and Safety Management System Certification.

JD Retail's Occupational Health and Safety Management System Certification

To enhance employee awareness and emergency preparedness regarding OHS, JD.com has put in place a comprehensive holistic strategy. For personal protection, we issue high-visibility, reflective uniforms to our frontline employees and provide job-specific personal protective equipment. To safeguard production equipment, we outfit work areas with protective gear, safety signage, and outfit machinery with guards and anti-injury devices. We foster a culture of safety through diverse health and safety promotion activities, including "Safety and Health Cup" competitions and "Safety Production Month" events, along with regular training and drills. Our comprehensive approach extends to regular health and safety training and assessments for all positions. In 2023, JD.com ensured that all its employees received the OHS training, including those from outsourcing partners.

OHS Training Cases of JD.com in 2023 (Partial)

Training Type	Training Content
First Aid Training for Employees	Training on CPR and AED equipment application
Psychology Health	Training on anxiety alleviation and the top ten tips for psychology health by professional psychologists
Safe Production	Professional lectures on fire safety knowledge Emergency response and evacuation drills for fires/earthquakes Firefighting safety skills competition Safety knowledge contest
Job Safety	Improve the safety mindset of terminal distribution staff and emphasize common concerns for secure driving practices Standard safety operating procedures and safe operation of equipment within the warehouse Safety precautions for working at heights on steel structures, the proper use of electricity on construction sites, the safe hoisting of steel components and other construction projects safety

JD.com's First Aid Proficiency Certificate Training

In 2023, JD.com initiated a comprehensive first aid training initiative for core workplace staff. We invited Red Cross experts to deepen employees' comprehension of emergency response and strengthen their capacity to manage crises effectively through theoretical education with practical operation. Every JD.com employee who engaged in this training successfully concluded the curriculum, earning Red Cross-certified first aid proficiency certificates.

First Aid Proficiency Training by the Red Cross

We also attach great importance to the food health of our employees through a collaborative effort with restaurant suppliers and the COFCO Nutrition and Health Research Institute. Together, we have developed healthy and nutritious meal options, offering over 200 kinds of iodine-free, low-fat, low-sodium, and high-fiber meals to meet employees' demands for healthy diet. To ensure our food safety measures are up to international standards, we have implemented the SGS-HM[1] certification program, a globally respected food safety accreditation. This initiative has raised our food safety management standards, with comprehensive on-site audits and sample checks covering 10 key kitchen modules and 177 clauses. During the reporting period, JD.com became the first internet company to secure the HM certification, and we have also extended this achievement to nine of our catering suppliers, marking a significant transition from solely inspecting final products to monitoring and ensuring safety throughout the entire food preparation process.

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

In addition, while fully protecting employee privacy, JD.com has partnered with external professional third-party companies to launch an Employee Assistance Program (EAP) for employee welfare. All current employees can make appointments through the "JD ME" app to receive systematic and long-term psychological counseling services upon psychological assessments and advice from professionals. In 2023, we enhanced our psychological health support systems by implementing upgrades, broadening our resource pool, and hosting various events, all aimed at delivering a diverse array of psychological counseling and wellness programs that cater to unique needs and experiences of our employees.

Upgrade and iterate operational mechanisms

Optimize and transform from system processes to service integration to enhance service efficiency and employee experience

Upgrade and remodel the EAP psychological counseling room

Enhance the employee experience by improving the environmental atmosphere to provide a more comfortable and serene counseling space for employees

Upgrade the privacy protection system

Establish a groundbreaking confidential case management mechanism to forestall potential risk incidents effectively through advanced interventions

JD.com's Psychological Health Operation Optimization Dimensions

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

A Sustainable Supply Chain

JD.com positions itself as a "supply chain-based technology and service provider," focusing on the sustainable development of the supply chain. We implement a technology-first strategy, and strengthen the business advantage of self-operated logistics, as part of the efforts to drive mutual benefits across the entire supply chain. By setting regulations, guiding values, and innovating technologies, we aim to achieve energy-saving and emission reduction goals and help suppliers improve their risk management capabilities, thereby creating a sustainable ecosystem where we partner with the supply chain to flourish together.

Responsible Procurement

JD.com has established clear environmental, social, and governance (ESG) requirements for suppliers. We thoroughly assess suppliers' performance in environmental protection, labor management, and raw material traceability during their production and operations. By identifying and preventing potential sustainability risks within the supply chain, we aim to achieve green and responsible procurement while enhancing supply chain resilience. Starting from 2024, JD.com has included ESG clauses in its supplier contracts, requiring suppliers to make commitments on ESG-related requirements and strictly comply with the *JD Group Supplier Code of Conduct*.

Environmental Protection

Under the guidance of China's environmental policies, JD.com has formulated the *Green Procurement Management*. This policy mandates green procurement principles and promotes environmental awareness, encouraging suppliers to transition towards greener practices. In collaboration with partners, we aim to build a green supply chain. Moreover, we are phasing out traditional logistics packaging materials and plan to use recyclable materials throughout the entire supply chain in the future.

JD.com Promotes Degradable Packaging Materials

Under the guidance of China's plastic restriction order and postal express packaging management requirements, JD.com communicated with suppliers and invited multiple external upstream raw material suppliers of PBAT[1] and PLA,[2] as well as leading manufacturers in the industry, to participate in technical exchanges and research on logistics packaging planning. Through these efforts, JD.com successfully developed degradable waterproof bags and degradable vest bags to serve various application scenarios. Additionally, JD.com also invited suppliers to provide design proposals and samples for products made from BOPLA,[3] including degradable tape, nano stretch film, and recyclable packaging (new insulated boxes). These products underwent small-scale testing and application. JD.com has also comprehensively promoted and provided environmentally friendly packaging materials to its subsidiaries. Both 7FRESH and Dada have widely adopted degradable vest bags, contributing to environmental protection.

Labor Standards

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

Health and Safety

We review suppliers' occupational health and safety management systems, requiring them to fulfill their corresponding responsibilities. We prioritize suppliers with occupational health and safety certifications in our evaluations of major partners. For key categories, we require suppliers to establish sound safety responsibility systems and safety regulations, implement appropriate safety measures, improve safety conditions, and develop robust risk prevention mechanisms to ensure safe production.

Raw Material Traceability

Packaging consumables (including cardboard boxes, waterproof bags, etc.) used by JD.com during operations are mainly composed of sustainably harvested raw paper and polyethylene plastic particles. Manufacturers of raw materials strictly comply with national environmental protection-related laws, regulations, and standards, and have passed our comprehensive supply chain audits. In addition, our supplier partners have established rigorous inspection processes to ensure that all raw materials entering the production line meet the Group's standards, thereby guaranteeing the superior quality and environmental compliance of the final products.

[1] PBAT (Polybutylene Adipate Terephthalate) is developed to address the environmental pollution caused by traditional plastics. PBAT is a highly biodegradable material that easily decomposes with the assistance of natural microorganisms and bacteria.

[2] PLA (Polylactic Acid) is a food-grade biodegradable material made from natural plant sources such as corn starch through fermentation and polymerization. In recent years, with the increasing awareness of environmental protection and sustainable development concepts, PLA has become a highly regarded alternative to conventional plastics.

[3] BOPLA is an environmentally friendly, bio-based, and biodegradable material made from polylactic acid (PLA). It is a novel bio-based, biodegradable film material achieved through material and process innovation using biaxial stretching technology.

Supplier ESG Evaluation

JD.com values the ESG performance of suppliers. To monitor partners' progress in environmental, social, and governance (ESG) practices, we distribute ESG questionnaires to suppliers. These questionnaires evaluate five key areas: ESG disclosure and awards, environmental management, employee management, occupational health and safety, and business ethics. We also assess the substantive ESG work carried out by suppliers. Suppliers who perform exceptionally well receive additional points in our supplier performance evaluations, thereby increasing their collaboration opportunities.

Supplier performance evaluations are based on a 5-point scale, with a 0.2-point bonus for the following:

- Official and public commitment to sustainability initiatives or plans such as the UNGC.

- Publication of corporate social responsibility (CSR) or ESG reports.

- Completion of on-site corporate social responsibility audits at least at one facility.

- Receipt of external awards or honors related to CSR or ESG within the past three years.

We conduct surveys of high-scoring suppliers to gather best practices and case studies, sharing these insights with average or low-scoring suppliers. We also closely monitor improvements in low-scoring suppliers with high ESG risks. In 2023, we completed the process of "identifying significant suppliers - distributing questionnaires - collecting and reviewing ESG questionnaires[1]," in which we distributed 575 questionnaires, and received 461 valid responses, achieving a 74.8% response rate from significant suppliers.

Supply Chain Leadership and Empowerment

JD.com is always improving supply chain technology, to make it smarter and more efficient. This helps to strengthen the entire industrial and supply chain, creating an intelligent ecosystem. To lead and empower the supply chain, we maintain ongoing communication and collaboration with partners, sharing cutting-edge technologies and concepts. We aim to create a responsible supply chain that contributes to high-quality development and regional coordination in the real economy. By the end of the fourth quarter of 2023, JD.com's supply chain infrastructure assets had amounted to RMB 153.8 billion, an increase of 16% year-on-year.

Supply Chain Leadership

JD.com drives supply chain development, enhances supplier R&D efficiency, reduces channel costs, and shares profits with partners. This approach rationalizes resource allocation, accelerates innovation, and optimizes profit margins across the entire industrial chain and supply chain. By the fourth quarter of 2023, the inventory turnover of JD.com's self-operated products had reached 30.3 days, placing the Group at the forefront globally.

Supply Chain Empowerment

Leveraging supply chain advantages, JD.com focuses on expanding smart supply chain service capabilities, integrating internal and external ecosystem resources and capabilities, and collaborating with upstream and downstream partners to build an ecosystem for the entire industrial chain, achieving shared prosperity and connectivity.

New Lighthouse Program

At the "Embrace the New, Create the Future - JD Jing Zao 5th Anniversary and JD Private Brand Partner Conference" held in March 2023, JD.com launched the "New Lighthouse Program." This initiative aimed to collaborate with partners to create benchmark products and establish the "Top 100 Quality Manufacturing Factories" by focusing on user needs, potential markets, and design aesthetics.

Digital Collaboration Platform for Suppliers – Bu Dao

As part of JD.com's fully intelligent supply chain for industrial products, the "Bu Dao" (a digital collaboration platform for suppliers) connects manufacturers, distributors, and agents, establishing an integrated supply network that promotes efficient collaboration of social resources. Since its launch, "Bu Dao" has rapidly garnered attention from various industrial product brands and channels. By the end of the reporting period, "Bu Dao" had linked approximately 5,400 warehouses, covering over 900,000 SKUs, and facilitated industrial product procurement orders totaling over RMB10 billion.

Supplier ESG Empowerment

JD.com conducts Science-Based Targets initiative (SBTi) training for suppliers under the theme "Setting Science-Based Targets, Co-creating a Low-Carbon Supply Chain." This training introduces suppliers to the processes and methods for setting science-based carbon targets, encouraging them to actively participate in the sustainable supply chain development of JD.com.

JD.com conducting Science-Based Targets initiative (SBTi) training for suppliers

[1] In 2023, JD.com screened suppliers and distributed questionnaires to those with higher ESG risks to carry out targeted assessments.

JD.com organizes supplier conferences and training sessions to promote communication and collaboration with suppliers. These initiatives help suppliers consistently improve their product quality and management standards, ensuring long-term and mutually beneficial partnerships.

Sustainable Packaging Solutions Training

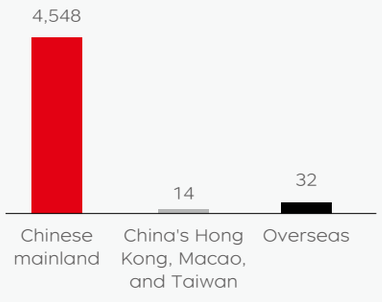
In September 2023, JD.com conducted online training sessions on sustainable packaging solutions. The training aimed to help suppliers understand low-carbon trends in logistics packaging and how to better integrate their products with carbon-neutral packaging. The sessions, covering 197 suppliers, encouraged suppliers to participate in JD.com's sustainable supply chain initiatives.

Sustainable Packaging Solutions Training

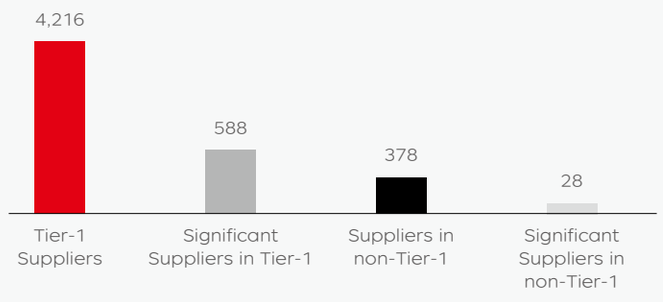
Supplier Management

JD.com implements a tiered supplier management system, and establishes an all-stage management mechanism, including supplier admission, assessment, and exit, to ensure standardized management of suppliers. As of the end of the reporting period, we had 4,594 suppliers[1].

Number of Suppliers by Region



Number of Suppliers by Type



Supplier Full Lifecycle Management System

Stage	Content
Supplier Admission	We screen and shortlist suppliers registered on JD.com's procurement bidding platform through communication, assessment, sample testing, and on-site inspections. We set differentiated screening requirements for suppliers in different categories and verify relevant certifications such as ISO 14001, ISO 45001, and ISO 9001, selecting compliant suppliers for cooperation.
Supplier Assessment	We have established the *Tripartite Performance Appraisal Procedure*, conducting multi-faceted assessments of product quality and service capabilities for Tier-1 suppliers and significant suppliers in non-Tier-1 across different categories. We regularly evaluate suppliers against internationally recognized standards such as ISO 14001, ISO 45001, and ISO 9001. In 2023, we conducted biannual assessments and tiered management of suppliers, grading them as excellent, good, or unqualified. In 2023, we assessed a total of 2,068 suppliers. As a result, 53 suppliers were blacklisted, 111 were frozen, and 63 were deemed unqualified. Among these, 1,661 Tier-1 suppliers were assessed, with 1,614 found to be qualified and 47 unqualified.
Supplier Exit	Based on the evaluation results, we work with unqualified suppliers to identify issues and implement follow-up improvement measures, fostering a healthy and stable cooperative relationship. For frozen suppliers, we suspend new business engagements, monitor their rectification measures, and resume cooperation only after successful implementation and verification of the measures.

In 2023, JD.com established the *Major Incident Operation Support Mechanism* and the *Promotional Event Support Manual* to standardize product assurance processes and ensure product delivery. These measures stabilized operations across all categories before, during, and after major promotions, improved the standardization, planning, and comprehensiveness of procurement, and provided solutions for handling exceptional incidents. This enabled successful real-time project management, ensuring the smooth fulfillment of key procurement needs and timely delivery of materials.

[1] The number of suppliers is based on those registered under the "JD.com" on the Panshi procurement platform and who were awarded contracts in 2023. The suppliers' locations are determined based on their registered addresses in the business registration system.

04

A Pragmatic Path Promotes Good Consumption

JD.com is dedicated to becoming a valuable, warm, and responsible enterprise. Our mission is to provide users with comprehensive, high-quality products and services. We regularly improve our supply chain infrastructure and digital technology capabilities, ensuring responsible marketing throughout our operations. Additionally, we use our strengths to get involved in social welfare activities, contribute to society through practical efforts, and work with industry partners to create a better life for consumers.

Serving Consumers

At JD.com, we focus on offering authentic and top-notch products. We are always enhancing our product quality control capabilities to earn trust as the most reliable company for Chinese consumers. We are dedicated to the philosophy of "responsible marketing," where we prioritize customer satisfaction by constantly optimizing customer service and ensuring a pleasant shopping experience.

Product Quality Assurance

JD.com has established comprehensive product quality management systems. By adhering to high standards, we meticulously control product quality. This involves conducting thorough reviews of all products throughout their lifecycle to ensure the quality and safety of products.

Quality Management System

JD.com has developed a series of internal policies for product quality management, and systematically carried out various quality management tasks to ensure product safety. We have established internal quality control and experience teams, as well as product compliance teams, responsible for overseeing and implementing quality-related efforts. This structure allows us to steadily promote quality management across various business scenarios.

In 2023, JD.com's progress in ensuring standardized quality management across various business scenarios was as follows:

ISO 9001 Quality Management System Certification

Subsidiaries of JD.com: Beijing Jingdong Century Information & Technologies, Beijing Huaguan Commercial Technology Development Co., Ltd., Shanghai Yuanmai Trading, Guangzhou Jingdong Trading, Chengdu Jingdong Century Trading, Xi'an Huaxunde Trading, Shenyang Jingdong Century Trading and Wuhan Jingdong Shiji Commerce and Trade;

Subsidiaries of JD Industrials: Beijing Jingdong Dianjiezhi Technology, Beijing Jingdong Industrial Products Trading.

FSSC 22000 Food Safety System Certification

Subsidiaries of JD.com: Beijing Jingdong Century Trading, Beijing Huaguan Commercial Technology Development Co., Ltd.;

Subsidiaries of JD Retail: nine 7FRESH stores.

JD.com has established an all-encompassing safety prevention and control system to fully enhance product quality and safety across all business sectors. This system integrates comprehensive quality control, platform governance, online rights protection, and brand protection, ensuring thorough coverage of five key areas: intellectual property protection, food safety, drug safety, quality safety, and prohibited and restricted goods. We have also assembled a specialized team focused on quality and safety to ensure the effective operation of the system. This team is responsible for both online protection and offline investigations, creating a full-chain joint prevention and control mechanism. The mechanism operates through "pre-identification, daily prevention and control, and governance and disposal" to manage risks effectively.

We have developed a comprehensive quality management system that covers key areas, including platform admission qualifications, product inspection sampling, counterfeit accountability, and violation management. This system enhances e-commerce compliance, controls merchant qualifications and product quality, and aims to provide a superior experience for both merchants and consumers.

JD.com held the 2nd JD.com Product Safety and Compliance Forum

JD.com actively collaborates with external organizations to ensure product quality and safety while strengthening internal governance. In February 2024, the 2nd JD.com Product Safety and Compliance Forum was held in Beijing. At the forum, representatives from regulatory agencies, law enforcement, industry associations, and brand owners shared insights on joint efforts for product safety. Moreover, the *2023 JD.com Product Safety Alliance Work Report* was released, which announced the top ten cases of the JD.com Product Safety Alliance for 2023.

JD.com Product Safety and Compliance Forum

Product Quality Inspection and Recall

JD.com is committed to enhancing the quality and efficiency of quality management efforts, consistently improving every aspect of the process. We ensure thorough oversight of product quality, and provide consumers with safe, reliable, and worry-free high-quality products through rigorous quality inspections and comprehensive product recall plans.

JD.com Product Quality Inspection Initiatives in 2023:

JD Retail	JD.com's Private Label Brands	We conduct in-process inspections, acceptance checks, and sampling tests before products are launched. Any issues identified are promptly addressed with factory rectifications.
	Home Appliances and Home Goods Division, Major Supermarket Division	We conduct inspections on categories such as gas appliances, energy gathering rings, and imported milk powder. Non-compliant products are removed from the platform or rectified.
	7FRESH	Quarterly internal sampling inspections are performed across multiple product categories.
JD Industrials	JD Industrials conducts irregular sampling inspections and releases quality inspection reports in collaboration with third-party independent inspection and certification organizations, such as SGS, TÜV Rheinland, and GRG Metrology & Test, as well as specific product testing agencies.	

JD.com consistently strengthens mechanisms for handling non-compliant products and product recall management. We have promoted the development of detailed policy documents such as the *Product Recall Control Procedure* and the *JD Industrials Recall and Withdrawal Management Procedure* by the Group and its subsidiaries. In addition, we have established an emergency response mechanism for product recalls to address potential recall incidents. In the event of a recall, we swiftly conduct investigations, thoroughly analyze the causes, and formulate effective corrective and preventive measures to prevent recurrence, safeguarding consumer rights, interests and safety. In 2023, there were no product recalls for JD.com's private label caused by health and safety issues.

7FRESH Conducts Nationwide Product Recall Drills

In 2023, 7FRESH under JD Retail conducted two nationwide product recall drills to simulate scenarios where product abnormalities were detected at the warehousing and after-sales stages. The Group verified recall operations in all stores, including triggering the removal process, receiving removal notifications, confirming product information, removing and handling products, and submitting removal reports. The practice runs showed some problems in certain stores. For example, some stores couldn't trace products far enough back, didn't trace enough products, or didn't fill out all of the reports correctly. JD.com coordinated with these stores to optimize the recall process, enhancing their emergency response capabilities for product recalls.

Responsible Marketing

JD.com steadfastly upholds the principle of responsible marketing, dedicated to providing consumers with genuine and reliable products. The Group consistently adheres to laws and regulations, social norms, and ethical standards, to ensure the truthfulness and accuracy of information in marketing, advertising, and sales practices.

JD.com's Commitments to Ethical Marketing

- Provide truthful and accurate information about products and services to the public, avoiding deceiving or misleading consumers;
- Reject any exaggeration of the social and environmental impact of products and services;
- Protect groups that face challenges in accessing commercial information, such as the elderly, children, and people with disabilities;
- Avoid denigrating or discrediting the products and services of competitors.

Marketing and Advertising Management

To ensure the standardization and accuracy of product information, JD.com has established several internal management regulations to govern brand management and product labeling management, preventing consumer misinformation.

We have strengthened management of advertising content by formulating and continuously optimizing internal advertising management systems. Through measures such as human-machine review, inspection mechanisms, advertiser compliance training, and regular surveys, we ensure that advertising content is truthful, accurate, and compliant, eliminating false advertising.

Human-machine Review	Inspection Mechanism	Advertiser Training	Regular Surveys
We manage advertisements intelligently by setting prohibited categories and pre-screening sensitive words to block non-compliant ads. A dual mechanism of human and machine review is employed to ensure compliance of advertising content.	Our ad content review team conducts dynamic inspections of various ads, promptly blocking and removing non-compliant advertisements.	Leveraging online channels such as Jing Dian Academy and Jing Mai online learning platform, we conduct responsible marketing training for advertisers through live broadcasts, articles, and videos.	We conduct regular surveys to understand advertisers' needs and feedback on the ad review service, allowing us to adjust the advertising review service appropriately.

JD.com consistently conducts brand perception surveys to understand consumers' perceptions and expectations regarding corporate sustainability. In 2023, JD.com commissioned a third-party consulting firm to carry out a brand perception survey. The results indicated that JD.com's ESG image ranks among the top in the industry, demonstrating the Group's excellence in various aspects such as protecting consumer rights and interests, caring for employees, providing high-quality products and services, and supporting environmental initiatives.

Anti-Fraud Governance

JD.com continues to enhance its comprehensive capabilities to prevent telecom and internet fraud, protecting consumers from deception. Under the guidance of the government, the Group established the JD Anti-Fraud Center, which is responsible for detecting, warning, managing, and combating telecom and internet fraud activities. In 2023, the JD Anti-Fraud Center, leveraging a systematic joint prevention and control mechanism, successfully intercepted fraud through risk control measures and early warnings, directly preventing financial losses of RMB 2.354 billion for users. Additionally, the Center assisted law enforcement agencies in apprehending over 1,300 suspects involved in fraud cases.

Financial losses directly prevented for users via intercepted fraud through risk control measures and early warnings

RMB2.354billion

Protection of Minors

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

Protection Measures for Minors at JD Retail:

Adjustment of Product Posting Rules	We regulate the posting of information related to minors' apparel, specifying details regarding attire, poses, and camera angles. Clear guidelines are set against posting content related to juvenile crime and bullying, with explicit warnings that prohibit the publication, promotion, and dissemination of such non-compliant information.
Enhancement of Content Interception Measures	By analyzing harmful samples and mining public opinion data, we continuously enrich our blacklist database, preemptively blocking undesirable content.
Establishment of Regular Inspection Mechanisms	Specialized inspectors are designated for key categories to conduct daily inspections. If suspected non-compliant products are discovered, immediate actions such as removal and blocking are taken. If typical harmful cases are found, we promptly summarize the characteristics of the non-compliant products, adding the harmful sample information to the sensitive and blacklist databases to consistently intercept harmful content.
Promotion of Content Compliance Awareness	Governance announcements are issued through merchant platforms and systems to urge merchants to conduct self-inspections. Specialized training on content compliance is provided to enhance reviewers' sensitivity to content.
Optimization of Content Reporting Mechanism	Reporting windows are set up on product detail pages and in the product review center, with dedicated personnel handling user reports. This ensures timely responses and the investigation of similar non-compliant information. For merchants who violate regulations, penalties such as point deductions are applied.

Premium Customer Services

JD.com adheres to the core value of "customer first," consistently optimizing and innovating service management models and customer service projects to better meet user needs, laying a solid foundation for an excellent consumer experience.

Optimizing Service Management

JD.com has established a well-trained customer service team that actively responds to customer needs through online communication, service calls, and emails. We strive to solve customer issues more efficiently, consistently enhancing the problem-solving capabilities and efficiency of our customer service team. By preventing issues proactively and implementing a "daily resolution" mechanism, we shorten response time to customer requests. Additionally, we consistently optimize our customer service system to improve service management efficiency and reliability, integrating different complaint channels to enhance issue follow-up efficiency and reduce oversight.

Leveraging strong data and technological capabilities, JD.com actively applies AI technology to assist human customer service to resolve user issues more efficiently. Our intelligent customer service matrix includes "Intelligent Emotional Customer Service," "Merchant Intelligent Customer Service JD XiaoZhi," "AI Shopping Assistant," "Intelligent Scheduling," "Intelligent Assistance," and "Intelligent Management," significantly enhancing user experience and service efficiency.

Proactive Customer Service for One-Time Resolution

In October 2023, JD.com launched the "Dong Dong Inquiry Proactive Intervention" feature, automating guidance for three key scenarios, including common operational inquiries, urging merchants to handle progress, and resolving after-sales disputes. This feature provides customers with a one-time solution, improving the efficiency of addressing customer requests and enhancing the customer consultation experience.

JD.com underscores addressing the root causes of issues, consistently preventing potential customer service risks, optimizing platform operations to reduce customer complaints. We identify various merchant violation scenarios and establish mechanisms to report problematic products and merchant violations, to promptly intercept risks and penalize offending merchants. During promotional campaigns, we anticipate and mitigate potential risks, striving to offer consumers the best experience. In 2023, we completed over 1,700 improvements in product promotion, problematic product management, and process optimization.

While consistently enhancing service standards, JD.com also takes the lead in uplifting the supply chain and services within the industry. We aim to perfect the service system across the entire supply chain, setting an example for industry enterprises and fostering a pleasant consumption environment from the service end.

Exceptional Consumer Experience

JD.com remains committed to the principle of "serving the customers first with the best experience," providing "diverse, fast, good and economical" services that cover the entire lifecycle, all channels, all scenarios, and all time periods, fully catering to consumers' needs for a better life.

More Experiences

JD.com consistently expands the product range, serving various brick-and-mortar businesses including pharmacies, specialty stores, supermarkets, convenience stores, flower shops, and auto repair shops, through its supply chain and omni-channel services. JD Retail offers over 10 million SKUs of self-operated products and has established tens of thousands of offline stores. JD.com's local services provide customers with a one-stop solution for dining, entertainment, and daily needs. Moreover, JD.com home appliance stores operate over 18,000 outlets nationwide, covering 600,000 administrative villages.

JD.com home appliance stores nationwide

over 18,000

Covering

600,000
administrative villages

Faster Experiences

JD.com aims to deliver a superior shopping experience where customers can "buy and receive products anytime." In 2023, JD.com launched the "Happiness Within Three Kilometers" five-year plan for instant retail. This initiative aims to integrate local retail resources, such as physical stores and warehouses through digital and instant logistics infrastructure. Ultimately, it seeks to achieve a seamless instant retail loop where orders placed by consumers within a 3-to-5-kilometer range are fulfilled by nearby stores and delivered within one hour.

JDL Express has also offered three industry-leading services: "Compensation if not picked up within one hour," "Compensation for entire process delays," and "Compensation for non-door delivery," ensuring timely and safe delivery of every package. Currently, JDL Express has sped up delivery for personal parcels to "the next morning delivery" in key regions such as Beijing, Shanghai, and Guangdong.

JD Health's Internet Hospital integrates nationwide medical resources, including top-tier medical experts, and has built a team of full-time doctors. This enables 24/7 online availability of doctors from all departments, with an average response time of 30 seconds, ensuring timely responses to customer needs and safeguarding their overall well-being.

JDL Express

in 9 key regions

sped up delivery for personal parcels to “the next morning delivery”

Online available doctors from all departments

24/7

Average response time

within 30 seconds

Better Experiences

Senior-Friendly Services

To assist the seniors in using smart technology for a convenient life, we constantly optimize the "Senior Mode" on the JD.com App, by simplifying functions and information presentation. Senior users can consult a dedicated customer service team or use the family assistance function to further streamline operations. They can also watch JD.com's online video tutorials to bridge the digital divide.

JD.com also ensures supporting services for senior-friendly products, offering full-chain services including trade-ins, 180-day returns and exchanges, and all-inclusive services such as delivery, installation, disassembly, and cleaning. These measures allow children to confidently purchase products or services for their elderly parents even when they are living apart.

"Life Passage" Project

While providing excellent services to customers, JD.com is highly attentive to their mental health. We continue to implement the "Life Passage" project, utilizing big data technology to create a warning mechanism for psychological health. This mechanism provides real-time alerts and interventions for users with suicidal tendencies, and collaborates with the police for timely intervention in emergencies. By December 31, 2023, this project had helped 681 users with suicidal tendencies.

More Cost-effective Experiences

JD.com is dedicated to offering highly cost-effective products and superior consumption experiences, ensuring "low prices every day." As an industry leader, JD.com pioneered the "price protection" service, continuously expanding product coverage and optimizing service experiences to maintain a leading position in price protection. By the end of the reporting period, this service had saved users nearly RMB 8 billion[1], truly saving money for them.

In 2023, JD.com further enriched the selection of low-cost products, launching promotional channels such as "Free Shipping for Orders Over RMB 9.9" and "RMB 10 Billion Subsidy." By collaborating closely with numerous brands and merchants, JD's "RMB 10 Billion Subsidy" channel offers substantial subsidies on products, providing consumers with a highly cost-effective shopping experience. Additionally, the "Free Shipping for Orders Over RMB 9.9" channel brings a wide range of high-quality, affordable products to consumers.

Furthermore, JD.com has enhanced free shipping service, allowing JD PLUS members to enjoy unlimited free shipping for a whole year, regardless of the number of purchases, order price, or total amount. Starting from August 2023, the minimum purchase amount for free shipping for regular users was reduced from RMB 99 to RMB 59, allowing more users to enjoy the benefits.

[1] This data is quoted from a public report dated June 19, 2023.

Giving Back to Communities

JD.com not only deeply embeds the concept of philanthropy in the core values, but also consistently translates it into action. As a new type of real economy-based enterprise, we leverage our strengths and extensive experience in digital operations and responsible supply chains to actively engage in various fields such as philanthropy, disaster response, and rural revitalization. Through these tangible efforts, we fulfill our corporate social responsibility and promote harmonious social development.

Philanthropy and Disaster Responses

JD.com, through JD's online charity fundraising platform and JD Foundation, actively carries out public welfare activities in health, education, and environmental protection. We encourage employees to contribute to the community by participating in these activities. In addition, we actively participate in disaster emergency response, providing emergency assistance and material support to affected areas.

During the reporting period

Donation by JD Foundation

RMB 122.067 million

Volunteering hours of JD employees

27,800 hours

Philanthropy and Charity

JD Health Hosts Ear Care Day to Protect Senior Hearing

In March 2023, in response to World Hearing Day and National Ear Care Day, JD Health, in collaboration with the Audiology Development Foundation of China, held a public welfare event in Beijing. The event aimed to raise awareness of senior hearing health and promote ear care knowledge by donating hearing aids, providing hearing tests, and offering free expert consultations. These efforts were designed to enhance awareness and prevention of hearing impairments among the elderly.

"Starlight Dream Class" 2023 Relaunch: JD Five Star Helps Students Fulfill Academic Aspirations

In December 2023, the "Starlight Dream Class" was officially launched through collaboration between the Jiangsu Women and Children's Welfare Foundation, JD Five Star, and Nanjing Commercial College. Since the project kicked off in 2019, JD Five Star has donated a total of RMB 1 million to the Jiangsu Women and Children's Welfare Foundation. This initiative has established 15 "Starlight Dream Classes" in six vocational schools across Jiangsu and Anhui provinces, supporting 472 outstanding students from disadvantaged families, helping them overcome financial barriers and complete their education. In addition, JD Five Star integrates practical courses on e-commerce, omni-channel retail operations, and efficient supply chain management into the classroom. The Group also offers paid internship opportunities in store operations, information technology, and logistics, helping students gain practical experience and lay a solid foundation for their future careers.

Group Photo of Students in "Starlight Dream Class"

Jiangsu Women and Children's Welfare Foundation Awards JD Five Star "2023 Outstanding Contributor to Women's and Children's Welfare"

"Starlight Reading for Kids" Initiative Reaches over 100 Primary Schools

As of January 2024, "Starlight Reading for Kids," an initiative launched by JD's online charity fundraising platform, had donated nearly 70,000 books to over 100 primary schools, exceeding its goal of "donating books to 100 rural primary schools within one year," three months ahead of schedule.

Launched on the World Book and Copyright Day, April 23, 2023, this initiative successfully completed its mission in just over nine months, donating books to children in primary schools across rural areas such as Tibet, Yunnan, Guizhou, Gansu, and Inner Mongolia.

Books donated through the "Starlight Reading for Kids" launched by JD's online charity fundraising platform to over 100 primary schools

nearly 70,000

"Starlight Reading for Kids" Reaches Jiuneng Primary School in Yunnan Province

JD.com advocates for the spirit of public welfare, encourages employees to participate in public welfare activities, and integrates the concept of philanthropy into corporate culture, making it a significant force in fulfilling social responsibility.

Employee Public Welfare Activities

In 2023, JD.com organized several employee public welfare activities. In August, we launched a book donation campaign, with 298 employees donating a total of 2,089 books, all of which were given to rural primary schools and libraries. In October, we held an internal "flea market," featuring second-hand items and books, and JD.com employees actively participated in this event. The total funds raised, amounting to RMB 43,861, along with 10 boxes of books, were all donated to the "Starlight Reading for Kids" initiative.

"Flea Market" Event

Disaster Response

JD.com has an internal policy stating that whenever a disaster occurs anywhere in China, the managers of the nearest JD warehouse are authorized to donate the necessary supplies from their inventory without report. In addition, JD.com would promptly establish an emergency support team to ensure dedicated transportation of relief supplies to the disaster-affected area.

JD.com Donates Supplies to Support Flood Relief Efforts in Multiple Areas of Beijing, Tianjin, and Hebei

From the end of July to the beginning of August 2023, due to extreme rainfall triggered by Typhoon Doksuri, the Beijing-Tianjin-Hebei region has experienced severe flooding and geological disasters, resulting in significant losses. The JD Foundation took prompt action by donating supplies to support flood relief efforts. JD Logistics urgently deployed logistics drones to assist in rescue operations. Meanwhile, various business units under JD.com actively provided comprehensive support to the affected areas. 7FRESH increased their stock of food supplies; JD Health, in collaboration with charitable brands, donated emergency kits and other supplies, and offered free online consultation services through internet hospital to users in the disaster-stricken areas.

JD.com's Immediate Aid for Earthquake Relief in Jishishan, Gansu

In December 2023, Jishishan County in Linxia Prefecture, Gansu Province, was hit by a series of earthquakes. JD.com immediately established a specialized emergency response team and launched an urgent rescue plan. We urgently dispatched large quantities of drinking water, food, and warm clothing from several nearby warehouses, and arranged for dedicated personnel and vehicles to swiftly deliver these supplies to the disaster-stricken areas. In addition, JD Retail urgently allocated dozens of high-power fuel heaters, JD Health coordinated the donation of medicines and medical equipment to meet the urgent needs of the people in the disaster-stricken areas, and JD Logistics proactively assisted relevant donation organizations in transporting relief supplies, ensuring the rescue efforts were carried out efficiently.

JD.com Group Urgently Deploys Relief Supplies

Rural Revitalization and Common Prosperity

Leveraging its unique advantages in the digitalized social supply chain, JD.com promotes the standardization of agricultural production, product branding, and industry digitalization through practical support. This approach provides comprehensive services for agricultural modernization, driving rural industrial revitalization while achieving its own sustainable development.

JD.com Hosts "Agricultural Specialties Shopping Festival" for Two Consecutive Years

To celebrate the "Chinese Farmers' Harvest Festival," JD.com hosted the 2nd "Agricultural Specialties Shopping Festival" in September 2023. The event introduced various initiatives to support farmers, including the "RMB 10 Billion Subsidy" with priority given to agricultural products, direct shipment of fresh produce from the source, comprehensive quality control for agricultural products, and a compensation guarantee for spoiled goods. JD.com invested a total of RMB 1 billion in cash subsidies and traffic resources, supporting the high-quality development of over 2,000 agricultural specialty industries.

Launching Ceremony of the 2023 JD.com Agricultural Specialties Shopping Festival

Optimized Origin Services and Customized Logistics Support Solutions

In August 2023, JDL Express optimized services for peach production areas nationwide by providing customized logistics support solutions. By stationing couriers in orchards, establishing sorting centers at production sites, and optimizing transport routes, JDL Express effectively reduced product loss during transportation and shortened the delivery time for consumers to as little as half a day. By the end of the reporting period, these logistics support solutions had been implemented in the production areas of Yanling Yellow Peaches in Hunan Province and Pinggu Peaches in Beijing. In addition, JDL Express set up 18 specialized courier teams in Yangshan Town in Jiangsu Province, with 300 places of receipt and nearly 1,000 couriers stationed in various villages, achieving a "one specialized courier team in each village" model to help villagers ship peaches locally.

JD Couriers Stationed in Orchards to Implement Customized Logistics Support Solutions

Deepening Cross-Sector Collaboration and Innovating Rural Revitalization Models

In March 2023, JD.com and Yili jointly developed and launched the "Ambrosial Xiuwen Kiwi Yogurt" in JD Supermarket. Leveraging JD.com's strong supply chain capabilities, the product highlights the unique qualities of the Xiuwen kiwi, a local agricultural product. This new project is a big step forward in JD.com and Yili's long-standing partnership to help improve rural areas. It is also an important attempt for both parties to further leverage their respective strengths and achieve resource sharing, injecting new vitality into the development of the rural economy.

JD.com and Yili Jointly Launch "Ambrosial Xiuwen Kiwi Yogurt," Exploring New Models of Rural Revitalization

Empowering the Whole Industry Chain, and Building "New Infrastructure" for Grassland Supply Chain

JD.com uses its strengths across all parts of their business to help turn products from grasslands into finished goods. To establish a fast channel for Inner Mongolia's agricultural and livestock products, we utilize origin warehousing and distribution, cold chain logistics, and Customer-to-Manufacturer (C2M) new product development. These measures reduce logistics costs while ensuring that beef and lamb from Inner Mongolia are delivered nationwide within 48 hours. We are also accelerating the development of 15 landmark brands, including Sunnite Lamb, to enhance the value of these agricultural product brands. In addition, we have launched the first pure camel milk powder in the market to increase the added value of camel milk products.

JD.com Supports Inner Mongolia's Development by Launching the First Camel Milk Powder

Appendix

Appendix 1 Important Legal Statement

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

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

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

Appendix 2 ESG Key Performance Tables

Environmental				
Indicators		**Unit**	**2022[1]**	**2023[2]**
Greenhouse gas (GHG) emissions	Total emissions (Scope 1+ Scope 2)	tCO_2e	2,508,613.00	2,908,508.00
	GHG emissions (Scope 1)	tCO_2e	1,488,360.00	1,815,861.75
	GHG emissions (Scope 2)	tCO_2e	1,020,253.00	1,092,646.25
	GHG emissions (Scope 3)[3]	tCO_2e	3,249.65	6,680,172.71
	GHG emission density (Scope 1 + Scope 2)	tCO_2e/RMB million	2.40	2.68
Wastewater	Wastewater discharge[4]	tonnes	4,625,741.99	9,642,571.66
	Wastewater discharge intensity	tonnes/RMB million	4.42	8.89
Exhaust gas	Exhaust gas emissions[5]	kilograms	10,191,069.64	12,056,583.68
	Exhaust gas emission intensity	kilograms/RMB million	9.74	11.12

[1] In 2022, JD.com accounted for its GHG emissions, referring to the *2006 IPCC Guidelines for National Greenhouse Gas Inventory* and the *Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard.* After the release of JD.com's 2022 ESG Report, to calculate environmental-related data such as GHG emissions more accurately, we engaged a third-party organization to reassess our 2022 environmental data, which have been restated in this report.
[2] The GHG emission data for JD.com in 2023 has been verified by a third-party organization. Please see Appendix 5 GHGs Verification Statement for details.
[3] JD.com's GHG (Scope 3) emissions were primarily from employee commuting in 2022 and broadened to incorporate additional elements in 2023, including emissions from purchased goods and services (packaging materials only), fuel and energy-related activities, upstream transportation and distribution, waste generated during operations, as well as employee commuting.
[4] The enlarged scope of wastewater statistics was applied to the premises in 2023.
[5] The key air pollutants produced by JD.com are nitrogen oxides ("NO_X"), sulfur oxides ("SO_X"), and respiratory suspended particles ("RSP," also known as Particulate Matter ("PM")), predominantly generated from motor vehicles. The calculation formulas, and emission factors for these pollutants are referenced from the *Reporting Guidance on Environmental KPIs* set forth by the Hong Kong Stock Exchange (HKEX) and the *Guidelines on* the *GHG Emission Accounting and Reporting for Land Transport Enterprises (Trial)* released by the National Development and Reform Commission (NDRC).

Environmental				
Indicators		**Unit**	**2022**	**2023**
Waste	Total waste	tonnes	122,532.51	109,777.06
	Total waste density	tonnes/RMB million	0.12	0.10
	Hazardous waste[1]	tonnes	16.35	24.48
	Hazardous waste intensity	kilogram/RMB million	0.016	0.023
	Non-hazardous waste	tonnes	122,516.16	109,752.58
	Non-hazardous waste intensity	tonnes/RMB million	0.12	0.10
	Waste recycled/reused	tonnes	/	24,956.59
	Waste landfilled	tonnes	/	5,808.32
	Waste incinerated	tonnes	/	78,990.16
	Waste otherwise disposed	tonnes	/	21.91
Recycling of waste electrical appliances	Total appliances	million units	5.9491	15.4308
	Household appliances	million units	5.6150	12.4949
	Cell phones, computers, digital products, etc.	million units	0.3341	2.9359
Energy use	Comprehensive energy consumption	tce	907,333.23	1,077,951.14
	Comprehensive energy consumption intensity	tce/RMB million	0.87	0.99
	Renewable energy consumption	MWh	31,247.92	42,501.10
	Non-renewable energy consumption	MWh	7,382,970.53	8,771,288.40

[1] The increase in hazardous waste mainly came from the new offline hospitals and physical examination centres of JD Health in 2023.

[2] In the 2023 reporting year, water consumption of JD Logistics' operational premises was included.

Environmental				
Indicators		**Unit**	**2022**	**2023**
Energy use	Direct energy consumption	MWh	5,578,482.88	6,810,117.32
	Indirect energy consumption	MWh	1,804,487.65	1,961,171.08
	Purchased electricity	MWh	1,620,927.93	1,813,075.25
	Purchased heat	GJ	660,938.38	533,176.67
	Gasoline	tonnes	44,422.64	72,159.79
	Diesel	tonnes	423,144.84	481,999.11
	Kerosene	tonnes	1,106.30	15,866.80
	Natural gas	cubic meters	1,514,545.48	3,826,300.42
Water Use[2]	Consumption of reclaimed water	tonnes	31,921.34	111,719.04
	Consumption of fresh water	tonnes	7,280,056.58	12,053,214.58
	Water consumption density	tonnes/RMB million	7.00	11.22
Use of packaging materials	Plastic	tonnes	114,241.75	114,669.03
	Paper	tonnes	125,110.74	285,461.92
	Other categories	tonnes	157.50	117,012.69
	Total used package material	tonnes	239,509.99	517,143.64
	Used package material density	tonnes/RMB million	0.23	0.48
Recycling of plastic packaging materials	Total amount of recyclable plastic packaging	tonnes	6,404.55	80,001.02
	Total amount of recycled content within plastic packaging	tonnes	1,151.28	15,000.00
	Total compostable plastic packaging	tonnes	5,253.27	8,067.89

Social				
Indicators		Unit	2022	2023
Number of employees[1]		Person	445,268	515,022
Number of new employees		Person	153,843	252,203
Number of internal candidates filling vacant positions		Person	139,482	195,333
Number of employees with disabilities		Person	3,058	4,067
Number of minority employees		Person	26,920	32,888
Number of employees by employment type	Full-time	Person	445,268	515,022
	Part-time	Person	7,566	7,539
Number of employees by gender	Male	Person	347,021	407,046
	Female	Person	98,247	107,976
Number of employees by age	Under 31 years old	Person	185,871	202,239
	31-50 years old	Person	255,551	307,879
	Above 51 years old	Person	3,846	4,904
Number of employees by region	Chinese mainland	Person	444,953	514,380
	Other regions	Person	315	642
Number of employees by function type	Management	Person	28,352	34,350
	Employees	Person	416,916	480,672
Share of women in total workforce		%	22.1	21.0
Share of women in all management positions		%	15.2	15.8
Share of women in junior management positions		%	13.5	14.8
Share of women in senior management positions		%	22.0	25.1
Share of women in management positions in revenue-generating functions		%	16.5	14.8
Share of women in STEM[2]-related positions		%	11.3	17.1
Employee turnover rate[3]		%	17.6	15.4

[1] The total number of employees and other employee statistical data on the dimensions of gender, age, and function only cover full-time employees of businesses directly managed by JD.com.
[2] STEM stands for Science, Technology, Engineering, and Mathematics. STEM positions include computer programmers, web developers, statisticians, engineers, physicists, scientists, etc.
[3] The data related to employee turnover rate is based on the statistical scope of voluntary resignation.

Social				
Indicators		Unit	2022	2023
Employee turnover rate by gender	Male	%	17.3	15.4
	Female	%	18.6	15.2
Employee turnover rate by region	Chinese mainland	%	17.6	15.4
	Other regions	%	16.3	10.6
Employee turnover rate by age	Under 31 years old	%	23.4	19.3
	31-50 years old	%	12.7	12.3
	Above 51 years old	%	5.5	5.9
Total investment in training and development	Percentage of employees covered by talent development training	%	100	100
	Amount invested in talent development training per employee	RMB	90.2	118.1
Average training hours per employee by employee category	Management	Hour	35.3	56.8
	Employees	Hour	41.9	39.6
Average training hours per employee by gender	Male	Hour	39.9	38.1
	Female	Hour	47.1	50.8
Average training hours per employee by function type	Senior management	Hour	30.7	41.5
	Middle management	Hour	42.9	42.7
	Junior management	Hour	35.0	44.0
	Technical employees	Hour	78.8	47.6
	Production employees	Hour	35.8	37.2
	Other employees	Hour	57.9	67.4
Percentage of trained employees by employee category[4]	Management	%	100	100
	Employees	%	100	100
Percentage of trained employees by gender	Male	%	100	100
	Female	%	100	100

[4] In 2022, the percentage of trained employees by category was equal to "The number of trained employees in a specific category / total number of trained employees * 100%." However, in the 2023 Report, the calculation formula was standardized to "The number of trained employees in a specific category / total number of employees of this category * 100%."

Social				
Indicators		Unit	2022	2023
Percentage of trained employees by function type	Senior management	%	100	100
	Middle management	%	100	100
	Junior management	%	100	100
	Technical employees	%	100	100
	Production employees	%	100	100
	Other employees	%	100	100
Employee satisfaction survey	Employee satisfaction rate	/	4.51/5	4.53/5
	Effective questionnaire response rate[1]	%	78	84
	Number of respondants	/	720,000	1,100,000
Average employment cost		RMB	599	714
Total human resources expenditure		RMB billion	/	104.7
Freedom of association	Percentage of employees covered by collective contract	%	100	100
Number of work-related fatalities		Person	35	33
Number of lost days due to work injury		Day	57,434	59,561
Lost Time Injury Frequency Rate (LTIFR) - Employees	(LTIFR) - Employees	Number of incidents/ million working hours	1.58	1.77
	Percentage of employees participating in the survey	%	100	100

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

Social				
Indicators		Unit	2022	2023
Number of suppliers	Total number of suppliers	Unit	4,563	4,594
	Number of suppliers by region: Chinese mainland	Unit	4,511	4,548
	Number of suppliers by region: China's Hong Kong, Macao and Taiwan	Unit	12	14
	Number of suppliers by region: Overseas	Unit	40	32
Incidents of corruption	Number and brief description of corruption related cases	Case	248	190
	Number of cases concluded	Case	21	6
Business ethics and anti-corruption training hours per employee at all levels	Directors	%	100	100
	Management	%	100	100
	Employees	%	100	100
Supplier Training	Suppliers' anti-corruption training coverage	%	60	26
	Total number of suppliers that attended anti-corruption training[2]	Unit	2,753	1,173
	Number of sessions of supplier anti-corruption training conducted	Session	3	3
Times of information security or cyber security breaches		Time	0	0
Product recall of private-label brands	Times of product recalls	Time	0	0
	Total number of recalled products	Unit	0	0
	Percentage of total products sold or shipped that are subject to recall for safety and health reasons	%	0	0
	Costs from product recalls	RMB	0	0
Total charity donation		RMB million	93.48	122.067
Total hours of employee public welfare participation		Hour	21,800	27,800

[2] In 2023, the Group only sent invitations to suppliers involving high-risk categories and significant suppliers in consideration of frequency and intensity of anti-corruption training.

Appendix 3 Progress on the United Nations Global Compact

The United Nations Global Compact is an initiative advocated by the United Nations to promote enterprises' operation and strategy to meet ten fundamental principles of human rights, labor, environment and anti-corruption. JD.com became a participating company to the United Nations Global Compact in September 2021. We recognize and support the ten principles by taking strategic actions to achieve more sustainable development goals.

On October 7, 2023, Sanda Ojiambo, Assistant Secretary General of the United Nations and Executive Director of the United Nations Global Compact, met with Sandy Ran Xu, CEO of JD.com, which marked the first enterprise visit of her China tour. During the same period, JD.com announced it has joined the UN Global Compact's "Forward Faster" initiative, underscoring the Group's commitment to the "gender equality" goal, contributing "JD strength" to achieving SDGs.

Sanda Ojiambo (right), Executive Director of the United Nations Global Compact and Sandy Ran Xu, CEO of JD.com

Progress Updates on the United Nations Global Compact

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

Appendix 4 Third Party Assurance Statement

SGS

ASSURANCE STATEMENT

SGS - CSTC'S REPORT ON SUSTAINABILITY ACTIVITIES IN THE JD.COM'S ESG REPORT FOR 2023

NATURE OF THE ASSURANCE/VERIFICATION
SGS-CSTC STANDARDS TECHNICAL SERVICES CO., LTD. (hereinafter referred to as SGS) was commissioned by JD.com to conduct an independent assurance of the Chinese version of JD.com's ESG Report for 2023 (hereinafter referred to as the Report).

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

RESPONSIBILITIES
The information in the Report and its presentation are the responsibility of governing board and related functions of JD.com. SGS has not been involved in the preparation of any of the material included in the Report.

Our responsibility is to express an opinion on the text, data, graphs and statements, including the environmental and social key performance in the appendix performance table, within the scope of verification with the intention to inform all JD.com' stakeholders.

ASSURANCE STANDARDS, TYPE AND LEVEL OF ASSURANCE
The SGS ESG & Sustainability Report Assurance protocols used to conduct assurance are based upon internationally recognized assurance guidance and standards, which including:

- The principles of reporting process contained within the Global Reporting Initiative Sustainability Reporting Standards (GRI Standards) as:
  - GRI 1: Foundation 2021, for report quality
  - GRI 2: General Disclosure 2021, for organization's reporting practices and other organizational detail
  - GRI 3: Material Topics 2021, for organization's process of determining material topics, its list of material topics and how to manage each topic
- and the guidance on levels of assurance contained within the AA1000 series of standards and ISAE3000.

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

- SGS ESG & SRA Assurance Protocols (based on GRI Principles and guidance in AA1000)

Assurance has been conducted at a moderate level of scrutiny.

SCOPE OF ASSURANCE AND REPORTING CRITERIA
The scope of the assurance included evaluation of quality, accuracy and reliability of specified performance information as detailed below and evaluation of adherence to the following reporting criteria:

- HKEX Environmental, Social and Governance Reporting Guide.

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

LIMITATIONS AND MITIGATION
Financial data drawn directly from independently audited financial accounts has not been checked back to source as part of this assurance process.
Carbon emission data drawn directly from independently audited inventory report has not been checked back to source as part of this assurance process.
Data tracing on headquarters level, not including original data of all subsidiaries.
The assurance process only involved interviews with the heads of relevant departments and certain employees of headquarters and consultation with relevant documents. No external stakeholder involved.

STATEMENT OF INDEPENDENCE AND COMPETENCE
The SGS Group of companies is the world leader in inspection, testing and certification, operating in more than 140 countries and providing services including management systems and service certification; quality, environmental, social and ethical auditing and training; environmental, social and ESG report assurance. SGS affirm our independence from JD.com, being free from bias and conflicts of interest with the organisation, its subsidiaries and stakeholders.

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

FINDINGS AND CONCLUSIONS

ASSURANCE/VERIFICATION OPINION
On the basis of the methodology described and the verification work performed, the information and data contained within the Report verified is accurate, reliable, and provides a fair and balanced representation of JD.com's sustainability activities in 2023.

The assurance team is of the opinion that the Report has prepared with reference to the KPIs disclosures of the HKEX listing rules appendix C2 'Environmental, Social and Governance Reporting Guide'.

Reporting Rules

Materiality
JD.com conduct materiality research and adjust the indicators regularly, the environmental, social and governance significant issues was reported to stakeholders, which could meet the materiality principle requirement.

Quantitative
JD.com conducted the statistics and analysis for KPIs, and reported the disclosures' impacts and purposes. In the Report some datas were compared with historiacal years, which could better help stakeholders to evaluate the effectiveness of management systems and make decisions.

Balance
JD.com presented the balance reporting rule in the Report and reported the environmental, social and governance issues truthfully.

Consistency
JD.com disclosed the methodologies with consistency for report content and data statistics in the company, in addition, remarks and interpretations were marked in the Report to assist stakeholders make a relatively clear comparison.

Findings and recommendations
Good practices and recommendations for ESG report and management process were described in the internal management report which has been submitted to the management of JD.com for continuous improvement.

Signed:

For and on behalf of SGS-CSTC

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

June 25th 2024
WWW.SGS.COM

Appendix 5 GHGs Verification Statement

BUREAU VERITAS

Bureau Veritas Certification

Greenhouse Gases Verification Statement

is awarded to

JD.COM, INC.

Bureau Veritas Certification (Beijing) Co., Ltd. (hereinafter referred to as BVC) was engaged to conduct an independent verification of the greenhouse gases (GHG) emissions reported by JD.COM, INC. for the period stated below. This verification statement applies to the related information included within the scope of work described below. The determination of the GHG emissions is the sole responsibility of JD.COM, INC. BVC's sole responsibility was to provide independent verification on the accuracy of the GHG emissions reported, and on the underlying systems and processes used to collect, analyze, and review the information.

Boundaries covered by the verification:

- Verified Site: JD.COM, INC.
- Verified Address: headquarter and sampled operation sites.
- Reporting Period covered: 01/01/2023 to 31/12/2023

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

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

Emissions data verified under reporting boundaries:

- Scope 1: Direct GHG emissions: 1,815,861.76 tCO_2e
- Scope 2: Indirect GHG emissions from imported energy: 1,092,646.25 tCO_2e
- Scope 3: Other significant indirect GHG emissions: 6,680,172.71 tCO_2e

  Including following categories:
  - Purchased goods and services (Packaging materials)
  - Fuel and energy related activities
  - Upstream transportation and distribution
  - Waste generated in operations
  - Employee commuting (Shuttle bus)

Total quantified emissions: 9,588,680.71 tCO_2e

Limitations and exclusions: Excluding non-significant indirect greenhouse gases emissions

GHG reporting protocol against which verification was conducted:

- ISO 14064-1:2018 Greenhouse gases — Part 1: Specification with guidance at the organization level for quantification and reporting of greenhouse gas emissions and removals
- Greenhouse Gas (GHG) Protocol Corporate Accounting and Reporting Standard (Scope 1 and 2)
- Greenhouse Gas Protocol Corporate Value Chain (Scope 3) Accounting and Reporting Standard

GHG verification protocol used to conduct the verification:

- ISO 14064-3:2019 Greenhouse gases — Part 3: Specification with guidance for the verification and validation of greenhouse gas statements

Level of assurance and qualifications:

- Reasonable

GHG verification methodology:

- Interviews with relevant personnel;

Certification body address: Room 02, 9 / F, West Office Building 1, Oriental Economic and Trade City, Oriental Plaza, No.1 East Chang'an Street, Dongcheng District, Beijing, China. 100738
Further clarifications regarding the verification scope of this statement may be obtained by consulting the organization.
To check this statement validity please call: +86 010-59683888
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BUREAU VERITAS

Bureau Veritas Certification

- Review of documentary evidence;
- Review of data and information systems and methodology for GHG emissions data collection, aggregation, analysis, and review of information used to determine GHG emissions;
- Sample verification of data to determine GHG emissions.

Assurance opinion:

Based on the verification process and findings, the GHG emission data in the GHG inventory report from JD.COM, INC. is in conformance with ISO 14064-1:2018, GHG Protocol Corporate Accounting and Reporting Standard, and GHG Protocol Corporate Value Chain (Scope 3) Accounting and Reporting Standard.

It is our opinion that JD.COM, INC. has established appropriate systems for the collection, aggregation and analysis of quantitative data for determination of these GHG emissions for the stated period and boundaries.

Statement of independence, impartiality, and competence

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

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

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

Lead verifier: Pin Tian
Statment No.: EMICN100362A
Version No.: No.1

Verification date: 15/03/2024
Issue date: 12/04/2024

Signed on behalf of BVC (Beijing) Co., Ltd.

Certification body address: Room 02, 9 / F, West Office Building 1, Oriental Economic and Trade City, Oriental Plaza, No.1 East Chang'an Street, Dongcheng District, Beijing, China. 100738
Further clarifications regarding the verification scope of this statement may be obtained by consulting the organization.
To check this statement validity please call: +86 010-59683888
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Appendix 6 ESG Policy List

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

Titles			Laws and Regulations	Internal Policies
A Pragmatic Vision Consolidates the Foundation of Responsibility	Corpoeate Management	Corporate Governance	*Company Law of the People's Republic of China* *Securities Law of the People's Republic of China* *List Rules of the Hong Kong Stock Exchange (HKEX)* *Corporate Governance Code of the Hong Kong Stock Exchange (HKEX)* *Corporate Governance Code of the Nasdaq Stock Market*	*Independence Standards for Independent Directors* *JD.com's Policy on Board Diversity* *Constitution of the Nomination and Corporate Governance Committee*
		Risk Governance	*E-Commerce Law of the People's Republic of China* *Advertisement Law of the People's Republic of China* *Food Safety Law of the People's Republic of China* *Law of the People's Republic of China on the Protection of Consumer Rights and Interests* *Anti-Monopoly Law of the People's Republic of China* *Anti-unfair Competition Law in People's Republic of China* *Cybersecurity Law of the People's Republic of China* *Data Security Law of the People's Republic of China* *Personal Information Protection Law of the People's Republic of China* *Law of the People's Republic of China on Work Safety*	*Regulations of JD Group on Legal Risk Grading Management* *Contract Management System of JD Group* *Trade Secret Management Measures of JD Group* *Rules for Managing the Official Seal of JD Group* *Measures for the Administration of Qualification Certification of JD Group* *JD Group Anti-Corruption Regulations* *JD Logistics Safety Production Management System*
		ESG Governance	*ESG Reporting Guide from the Nasdaq Stock Market* *ESG Reporting Guide from the Hong Kong Stock Exchange (HKEX)*	*Constitution of the ESG Committee*
A Pragmatic Vision Consolidates the Foundation of Responsibility	Corpoeate Management	Compliance Govenance	*E-Commerce Law of the People's Republic of China* *Advertisement Law of the People's Republic of China* *Food Safety Law of the People's Republic of China* *Law of the People's Republic of China on the Protection of Consumer Rights and Interests* *Anti-Monopoly Law of the People's Republic of China* *Anti-unfair Competition Law in People's Republic of China* *Cybersecurity Law of the People's Republic of China* *Data Security Law of the People's Republic of China* *Personal Information Protection Law of the People's Republic of China* *Law of the People's Republic of China on Work Safety*	*Regulations of JD Group on Legal Risk Grading Management* *Data and Privacy Security Management Regulation of JD Group* *JD Group Anti-Corruption Regulations* *JD Logistics Safety Production Management System*
		Business Ethics	*Company Law of the People's Republic of China* *Corporate Governance Code of the Hong Kong Stock Exchange (HKEX)* *Corporate Governance Code of the Nasdaq Stock Market*	*JD Group Anti-Corruption Policy* *JD Group Anti-Corruption Regulations* *JD Group's Commitment to Anti-Corruption* *Code of Business Conduct and Ethics* *JD Group Integrity Reward Policy* *Anti-Commercial-Bribery Agreement* *JD Health Banquet Management System* *JD Group Whistle-blower Protection and Reward System*
	Business Responsibility	Information Security and Privacy Protection	*Cybersecurity Law of the People's Republic of China* *Data Security Law of the People's Republic of China* *Personal Information Protection Law of the People's Republic of China* *Provisions on Ecological Governance of Network Information Content*	*JD Group Privacy Policy and Compliance Requirements* *Application Development Security Lifecycle Management Regulation of JD.com* *Data and Privacy Security Management Regulation of JD Group* *Network Security Management Regulation of JD.com* *Data Classification and Grading Guide of JD Group* *Information Security Incident Grading Management Requirements of JD Group* *Security Monitoring and Response Regulations of JD Group* *JD Group Privacy Policy for Basic Functions*

Titles			Laws and Regulations	Internal Policies
A Pragmatic Vision Consolidates the Foundation of Responsibility	Business Responsibility	Technological Innovation	*Scientific and Technological Progress Law of the People's Republic of China* *Interim Measures for the Administration of Generative Artificial Intelligence Services* *Provisions on the Administration of Algorithm-generated Recommendations for Internet Information Services*	*Algorithm Safety Management System of JD Group* *Patent Management Measures of JD Group*
		Interllectual Property Rights Protection	*Patent Law of the People's Republic of China* *Trademark Law of the People's Republic of China* *Copyright Law of the People's Republic of China*	*Patent Management Measures of JD Group* *Trademark Management Measures of JD Group* *Copyright Management Measures of JD Group* *Domain Name Management Measures of JD Group* *Trade Secret Management Measures (Trial) of JD Group* *Handbook of Patent Work* *Guidelines on Work Norms of Patent Agencies*
A Pragmatic Attitude Paves the Way for a Green Future	Environmental Governance and Climate Change Responses	Strategy	*Annual Report on Actions to Address Climate Change (2022)* *Opinions of the Central Committee of the CPC and the State Council on Working Guidance for Carbon Peaking and Carbon Neutrality in Full and Faithful Implementation of the New Development Philosophy* *Notice by the State Council of the Action Plan for Carbon Dioxide Peaking before 2030* *National Strategy for Climate Change Adaptation 2035* *The 14th Five-year Plan for Renewable Energy Development* *Environmental Infrastructure Construction Level Improvement Action (2023-2025)* *Measures for the Administration of Voluntary Greenhouse Gas Emission Reduction Transactions* *Implementation Plan for Promoting Green Consumption* *The 14th Five Year Plan for Green Transportation Development* *The 14th Five Year Plan for the Development of Cold Chain Logistics* *Notice on Further Strengthening the Control of Excessive Packaging of Goods*	*JD Group Environmental Management Policy*

Titles			Laws and Regulations	Internal Policies
A Pragmatic Attitude Paves the Way for a Green Future	Environmental Governance and Climate Change Responses	Strategy	*Action Plan for Plastic Pollution Control During The 14th Five Year Plan* *Action Plan for Further Promoting the Green Transformation of Express Packaging* *Implementation Plan for National Green Development Special Action in High Tech Zone* *Implementation Opinions on Promoting High-quality Development of Photovoltaic Power Generation* *Guidelines for Green Finance in Banking and Insurance*	*JD Group Environmental Management Policy*
		Green Workplace	*Environmental Protection Law of the People's Republic of China* *Pollution Prevention and Control Law of the People's Republic of China* *Water Pollution Prevention and Control Law of the People's Republic of China* *Solid Waste Pollution Environmental Prevention and Control Law of the People's Republic of China* *Energy Conservation Law of the People's Republic of China* *Water Law of the People's Republic of China*	*JD Group Environmental Management Policy* *JD Group Vehicle Management Regulations* *JD Group Shuttle Bus Riding Management Regulations* *JD Group Business Vehicle Driver Management Regulations* *Regulations on Transportation Reimbursement Management of JD.com* *JD Group Management Regulations on Baby-care Facilities*
		Green Park	Biodiversity and Forest Conservation *Environmental Protection Law of the People's Republic of China* *Land Management Law of the People's Republic of China* *Forest Law of the People's Republic of China*	*JD Group Environmental Management Policy* *Regulations on the Management of Prohibited Commodities and Information on the JD's Open Platform*
		Green Retail	Biodiversity Conservation *Wildlife Protection Law of the People's Republic of China* *Implementation Regulations of the People's Republic of China on the Protection of Terrestrial Wildlife* *Fisheries Law of the People's Republic of China*	*JD Group Environmental Management Policy*
		Green Logistics	Green Packaging *Environmental Protection Law of the People's Republic of China* *Law of the People's Republic of China on the Prevention and Control of Environment Pollution Caused by Solid Wastes*	*Returnable Container Management Regulations 2.0* *Used Carton Recycling Management System*

Titles			Laws and Regulations	Internal Policies
A Pragmatic Approach Leads to Shared Development Outcomes	Human Orientation	Diversity, Equity and Inclusion	*Universal Declaration of Human Rights* *International Labor Organization Conventions* *Labor Law of the People's Republic of China* *Labor Contract Law of the People's Republic of China*	*JD Group Management System for Preventing Sexual Harassment in the Workplace* *JD Group Employee Handbook*
		Employee Training and Development	*Labor Law of the People's Republic of China*	*JD Group's Management System for Employee Continuing Education* *JD Group's Employee Promotion Plan*
		Employee Rights and Care	*Universal Declaration of Human Rights* *International Labor Organization Conventions* *Labor Law of the People's Republic of China* *Labor Contract Law of the People's Republic of China* *Constitution of the All-China Federation of Trade Unions* *Trade Union Law of the People's Republic of China*	*JD.com's Human Rights Policy* *JD Group Background Investigation System* *JD Group Employee Handbook* *Collective Contract of JD Group* *Collective Contract of JD Logistics*
		Occupational Health and Safety	*Law of the People's Republic of China on Prevention and Control of Occupational Diseases* *Law of the People's Republic of China on Work Safety*	*JD Group Occupational Health and Safety Management Policy*
	A Sustainable Supply Chain	Responsible Procurement	*Labor Law of the People's Republic of China*	*Green Procurement Management* *Bidding and Procurement Business Management Rules*
		Supplier Management	*Environmental Protection Law of the People's Republic of China* *Labor Contract Law of the People's Republic of China* *Food Safety Law of the People's Republic of China* *Law of the People's Republic of China on Work Safety* *Product Quality Law of the People's Republic of China*	*Tripartite Performance Appraisal Procedure* *Supplier Quality Exceptional Handling Procedure* *Supplier Agreement Honoring Feedback and Handling Process* *JD Group Supplier Code of Conduct* *JD Group Operation Event Assurance Mechanism of Bidding, Procurement and Expense Management Department*

Titles			Laws and Regulations	Internal Policies
A Pragmatic Path Promotes Good Consumption	Serving Customers	Product Quality Assurance	*Product Quality Law of the People's Republic of China* *Food Safety Law of the People's Republic of China*	*JD Group Marketplace Investment Qualification Standards* *Qualification Management Rules for JD Group Retail Business Suppliers* *General Principles of JD Group Marketplace Product Quality Inspection Sampling* *General Principles of JD Group Retail Business Supplier Product Quality Inspection Sampling* *JD Group Marketplace Merchant Violation Credit Management Rules* *JD Group Supplier Violation Management Rules* *JD Retail Counterfeit Accountability Rules* *Product Recall Control Procedure* *JD Industrials Recall and Withdrawal Management Procedure* *JD Group Marketplace Product Shelf-Life Rules* *Food Safety Handbook*
		Responsible Marketing	*Advertisement Law of the People's Republic of China* *Law of the People's Republic of China on the Protection of Minors* *Regulation on the Protection of Minors in Cyberspace* *Measures for the Administration of Internet Advertising*	*D Group Brand Management Regulations* *JD Group Marketplace Product Labeling Sampling Rules* *JD Group Retail Business Supplier Product Labeling Sampling Rules* *JD Group Advertising Audit Rules*
		Premium Customer Services	*Law of the People's Republic of China on the Protection of Consumer Rights and Interests* *Regulation on the Protection of Minors in Cyberspace* *Law of the People's Republic of China on Protection of the Rights and Interests of the Elderly*	*Guidelines for Customer Service and Experience Management of JD Group*

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