



JD.com, Inc.
Financial and Operational Highlights

March 2021

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This document also contains non-GAAP financial measures, the presentation of which is not intended to be considered in isolation or as a substitute for the financial information prepared and presented in accordance with accounting principles generally accepted in the United States of America. In addition, the Company's calculation of these non-GAAP financial measures may be different from the calculation used by other companies, and therefore comparability may be limited. The reconciliation of those measures to the most comparable GAAP measures is contained within this document or available at our website <http://ir.jd.com>.

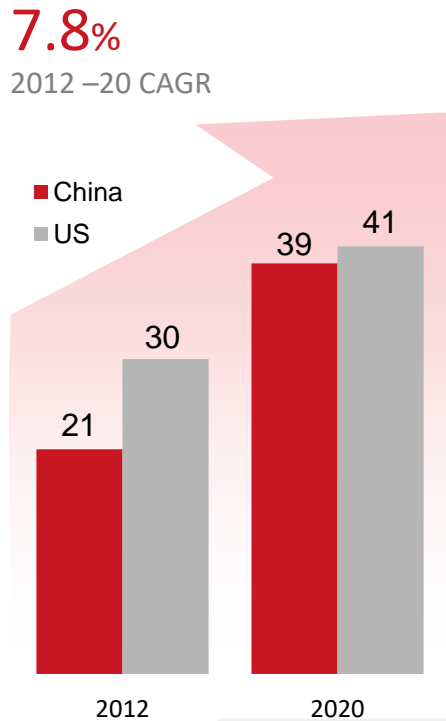
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Fragmented Retail Market & Rapid Shift to Online



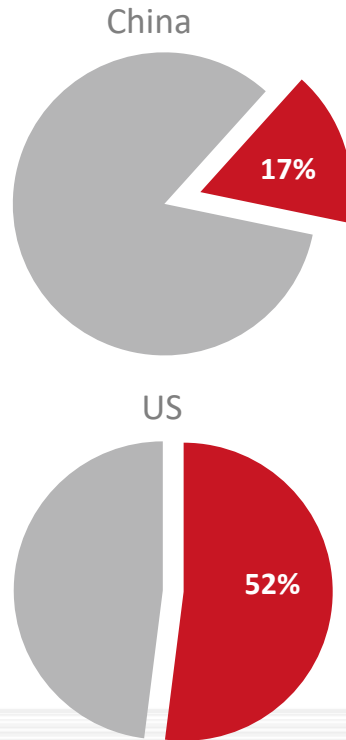
Robust Growth
in China Retail ...

China Total Retail
Market Size ⁽¹⁾
(RMB Trillions)



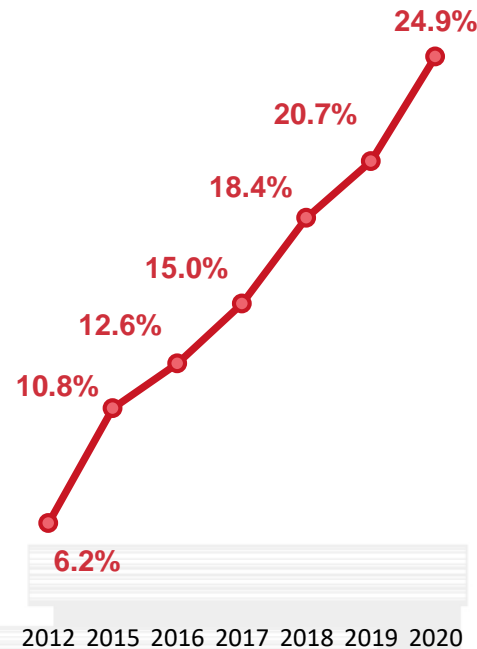
... Yet Highly
Fragmented ...

Top 20 Retailers'
Market Concentration in 2020 ⁽²⁾



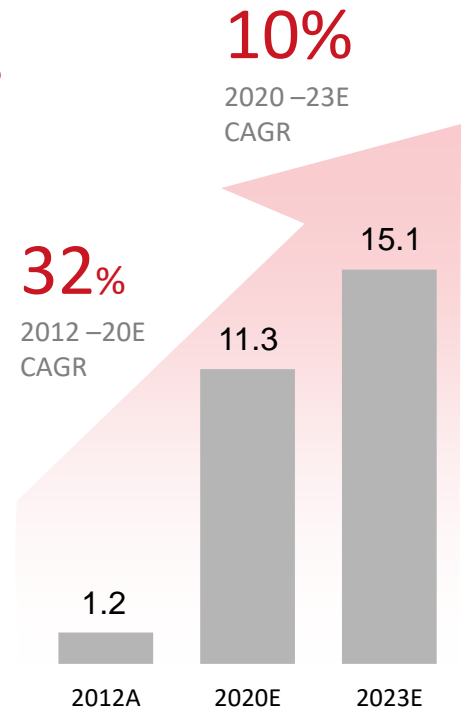
... With Increasing
Online Penetration ...

China Online Retail
Penetration ⁽³⁾



... Leading to Significant
Online Growth

China Online Retail
Market Size ⁽⁴⁾
(RMB Trillions)



(1) Source: National Bureau of Statistics of China, and U.S. Census Bureau. Total retail consumption includes food services. US consumption is translated into RMB using the year-end foreign exchange rates, which were 6.2301 for 2012, and 6.5250 for 2020, respectively.

(2) Source: Euromonitor 2020. Concentration for China retail market excludes pure platform operators.

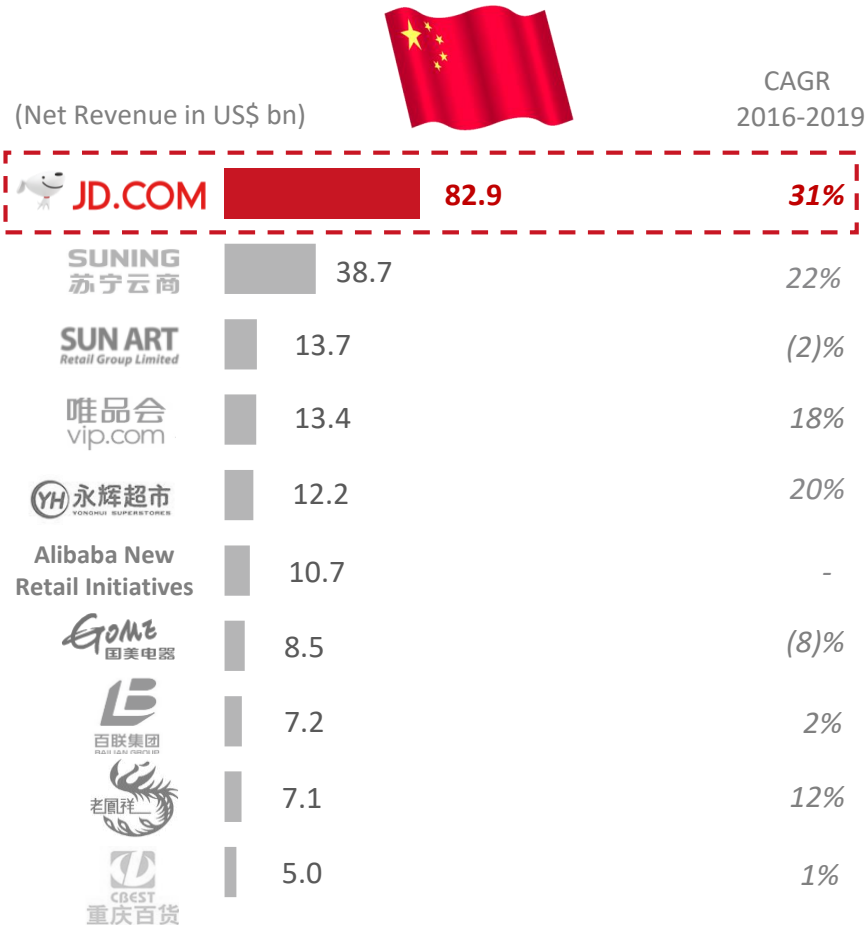
(3) Source: National Bureau of Statistics of China. Online retail penetration is calculated as online physical goods consumption divided by total retail consumption.

(4) Source: iResearch, 2019. Market size in terms of GMV.

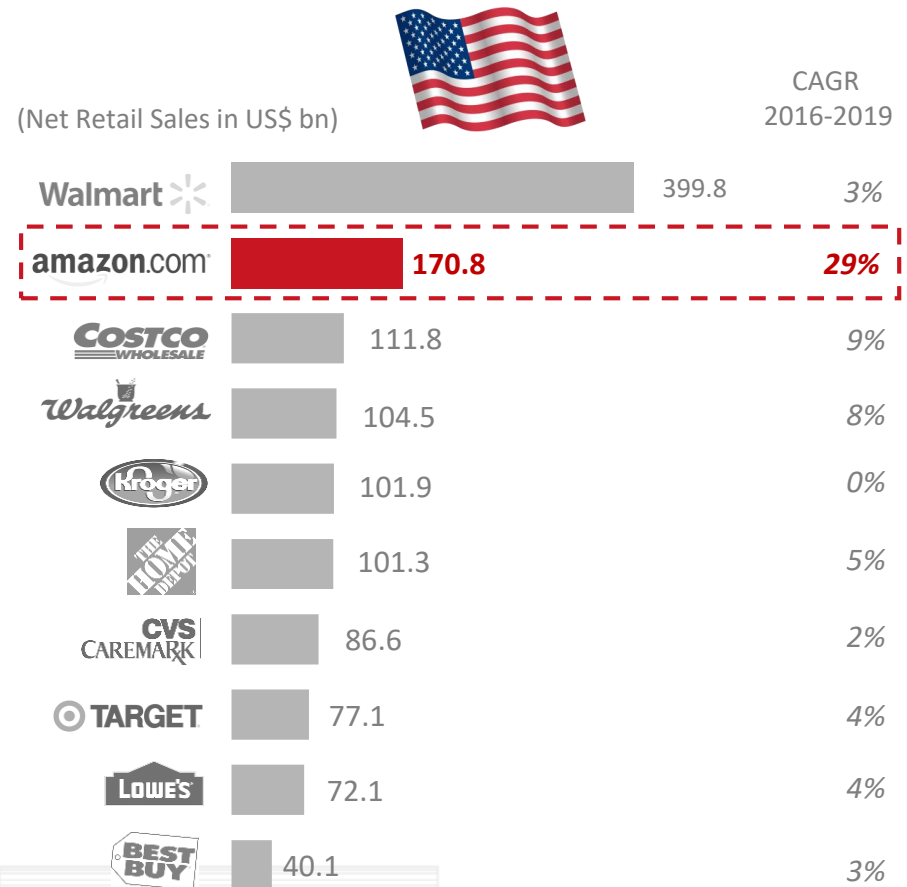
Larger Growth Potential and Smaller Competitors (vs. US Market)



Top 10 Listed Retailers in China ⁽¹⁾



Top 10 Listed Retailers in US ⁽²⁾

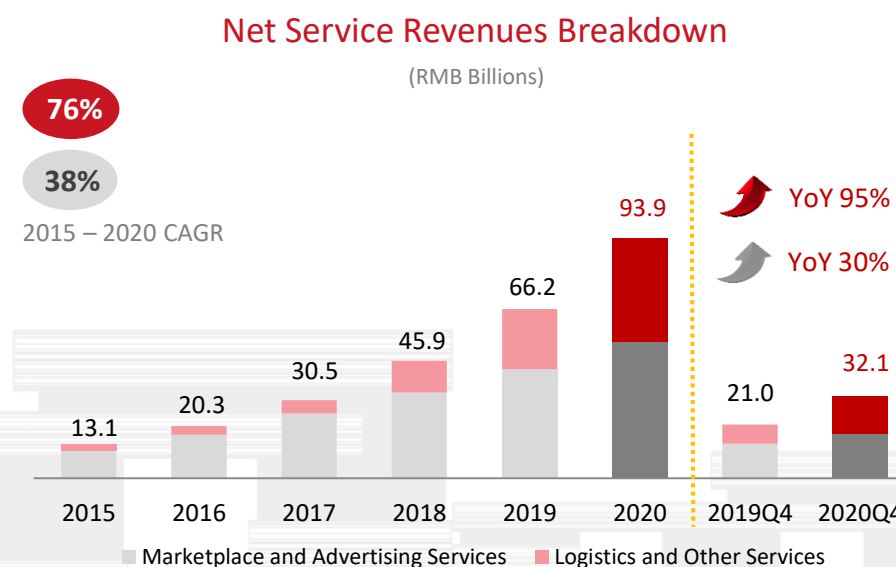
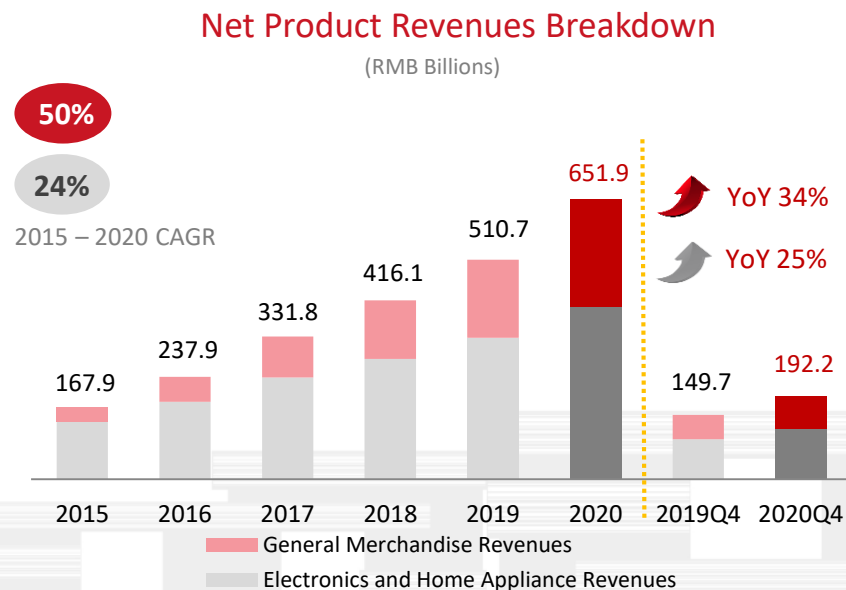
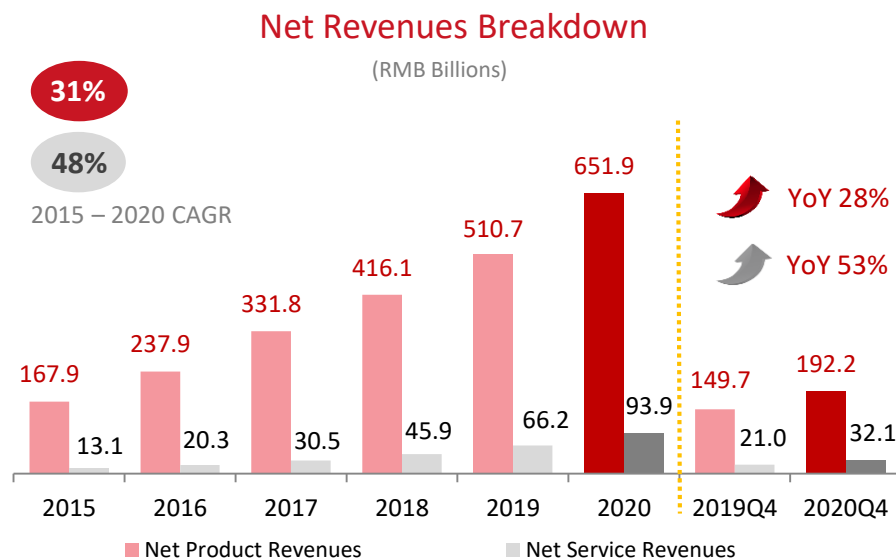
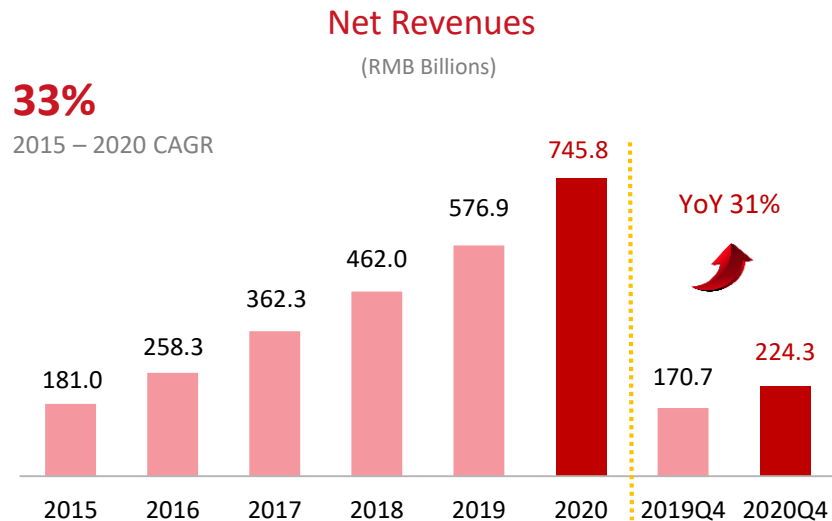


Market leadership and operating efficiency allow everyday low price and tremendous margin potential, driven by economies of scale in procurement and cost advantage as an online retailer.

- (1) Source: company filings. Based on total net revenues for top 10 listed Chinese retailers in FY2019, Alibaba New Retail Initiatives primarily include Intime, Tmall Imports and Hema. The conversion of RMB into US\$ is based on the year-end exchange rate which was 6.9618. The CAGR growth rates were calculated based on revenues in RMB.
- (2) Source: company filings. Based on retail sales in the United States segments of top 10 listed US retailers, for fiscal year ended Jan 31, 2020 for Walmart and Lowe's, Dec 31, 2019 for Amazon and CVS Caremark, Sept 1, 2019 for Costco, Aug 31, 2019 for Walgreens, Feb 1, 2020 for Kroger, best buy and Target, and Feb 2, 2020 for Home Depot.

Financial and Operational Highlights

Strong Growth Momentum

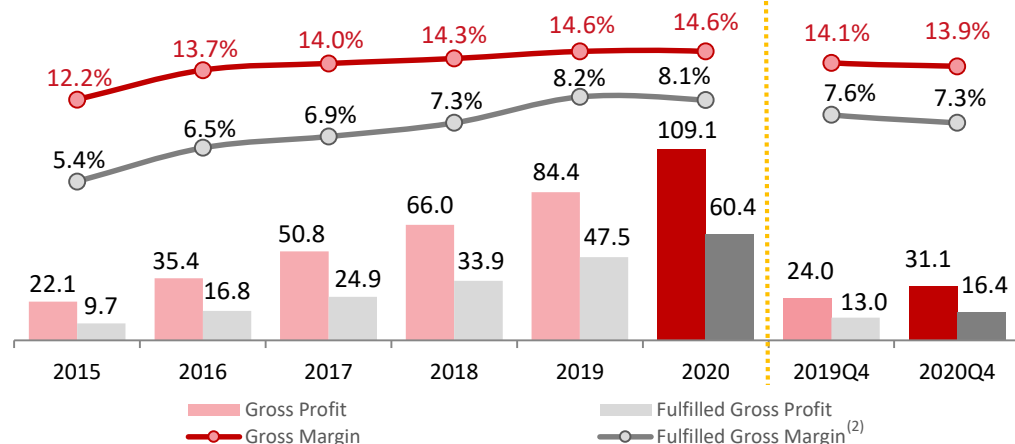


Profitability Improving With Scale



GAAP Gross Profit / Fulfilled Gross Profit

(RMB Billions)

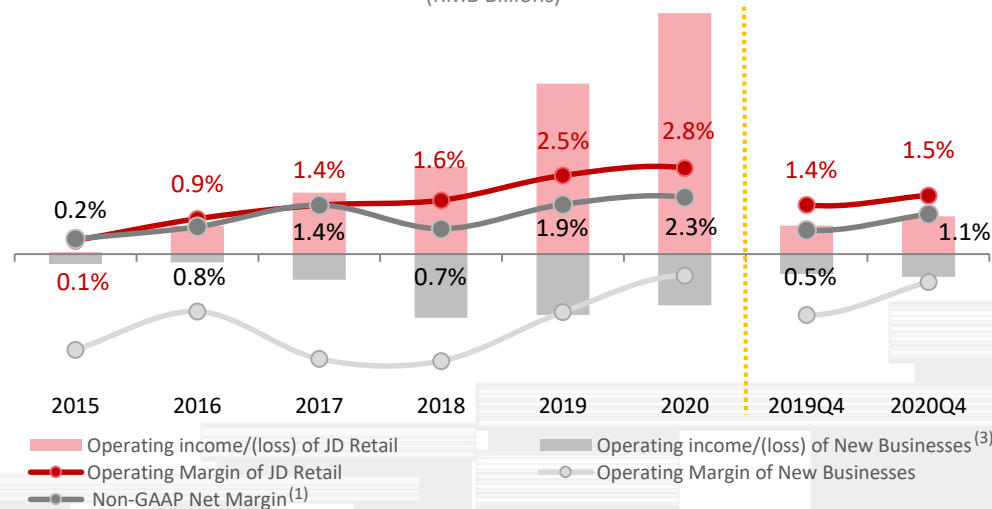


Drivers of Fulfilled Gross Margin (FGM)

- Increasing economies of scale from 1P business
- Fast growth from advertising service business
- Investment in logistics infrastructure, especially in lower tier regions

Segment Operating Profit and Margins

(RMB Billions)



Drivers of Margins

- Increasing JD Retail operating leverage
- Reduced losses of third-party logistics service
- Stabilized Investments in new initiatives

(1) Refer to the company's quarterly results for Non-GAAP adjustment.

(2) Fulfilled gross profit is defined as gross profit minus fulfillment expenses.

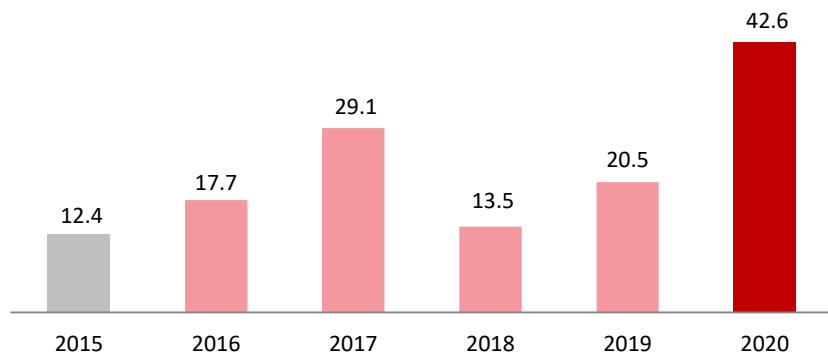
(3) New Businesses include technology initiatives, overseas business, logistics services and asset management services provided to third parties, exclude sale of development properties.

Robust Cash Flow Generation



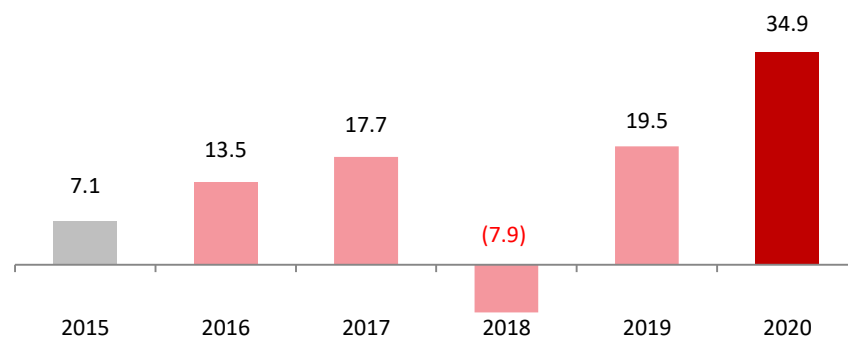
Adjusted Operating Cash Flow

(RMB Billions)



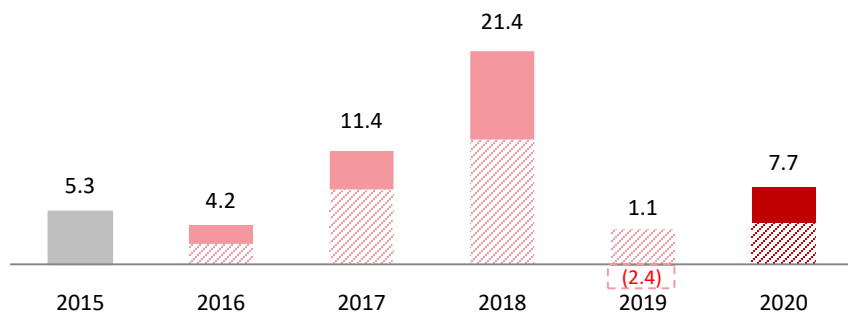
Free Cash Flow

(RMB Billions)



Capital Expenditures

(RMB Billions)



Capital expenditures for development properties, net of related sales proceeds
Total Capex

Other Capex

Free Cash Flow Characteristics



Negative working capital results in operating cash flow greater than net profit



Development properties as a long-term cash flow positive business

Unaudited Selected Financial Data



Unaudited Selected Financial Data of Continuing Operations ⁽¹⁾ (in RMB Thousands)	4Q2019	1Q2020	2Q2020	3Q2020	4Q2020
Net revenues	170,684,038	146,205,209	201,054,058	174,214,464	224,328,155
Non-GAAP Operating expenses					
Cost of revenues	(146,661,279)	(123,648,839)	(172,404,933)	(147,388,326)	(193,153,285)
Fulfillment	(10,817,300)	(10,226,479)	(11,843,536)	(11,386,816)	(14,404,249)
Marketing	(8,006,601)	(4,252,295)	(6,603,027)	(5,185,533)	(10,075,694)
Research and development	(3,190,146)	(3,549,860)	(3,388,773)	(3,697,639)	(4,013,809)
General and administrative	(978,335)	(948,871)	(1,035,154)	(1,123,766)	(1,328,165)
Non-GAAP Income from operations ⁽²⁾	704,016	3,255,883	5,593,590	5,273,886	1,213,526
Non-GAAP net income attributable to ordinary shareholders ⁽²⁾	810,722	2,972,206	5,911,148	5,558,054	2,386,233
Non-GAAP operating margin ⁽²⁾	0.4%	2.2%	2.8%	3.0%	0.5%
GAAP operating margin	0.3%	1.6%	2.5%	2.5%	0.3%
Non-GAAP net margin ⁽²⁾	0.5%	2.0%	2.9%	3.2%	1.1%
GAAP net margin	2.1%	0.7%	8.2%	4.3%	10.8%

(1) All periods are presented to reflect the results of continuing operations after JD Digits (formerly known as JD Finance) deconsolidation and JD Logistics cost reclassification.

(2) Non-GAAP adjustment items include share-based compensation, amortization of intangible assets resulting from assets and business acquisitions, effects of business cooperation arrangements and non-compete agreements, gain/(loss) on disposals/deemed disposals of investments, reconciling items on the share of equity method investments, loss/(gain) from fair value change of long-term investments, impairment of goodwill, intangible assets and investments, gain and foreign exchange impact in relation to sale of development properties and tax effects on non-GAAP adjustments.

Supplemental Financial Information and Business Metrics



Supplemental Information	4Q2019	1Q2020	2Q2020	3Q2020	4Q2020
Annual active customer accounts (in millions)	362.0	387.4	417.4	441.6	471.9
Inventory turnover days ⁽¹⁾ – TTM	35.8	35.4	34.8	34.3	33.3
Accounts payable turnover days ⁽¹⁾ – TTM	54.5	51.7	50.8	49.2	47.1
Accounts receivable turnover days ⁽¹⁾ – TTM	3.2	3.1	2.9	2.8	2.7
Free Cash Flow ⁽²⁾ – TTM (RMB billions)	19.5	15.2	22.7	30.2	34.9

(1) Refer to public disclosures for definitions of turnover days.

(2) Free cash flow is defined as operating cash flow adding back or subtracting the impact JD Digits related credit products included in the operating cash flow, and less capital expenditures, net of proceeds from disposals of long-lived assets. As required by the new accounting standard adopted on January 1, 2018, the consolidated statements of cash flows were retrospectively adjusted to include restricted cash in cash and cash equivalents when reconciling the beginning-of-period and end-of-period total amounts shown on the statement of cash flows.

Superior Services through Nationwide Logistics Network



Nationwide Warehouse Network & Last-mile Reach

Rapid Expansion & Best-in-Class Fulfillment Capabilities



Fulfillment Centers

7 cities

Warehouses

900+ warehouses

GFA⁽²⁾

~ 21 million sq.m.

Delivery personnel

190,000+ ppl

Asia No. 1 smart mega warehouses

32 projects in **22** cities

Geographic Coverage

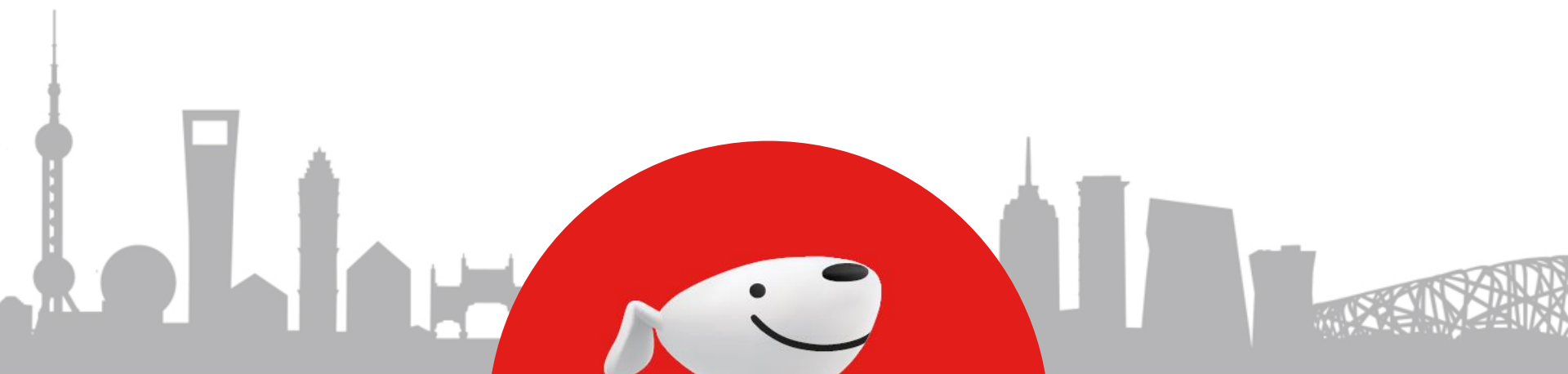
Almost all counties & districts in China

- ★ Cities with fulfillment centers (7)
- ▲ Cities with bulky item warehouses (74)
- ⋯ Cities with new front distribution centers built after IPO (23)

Provide best-in-class customer experience

(1) Map and data as of Dec 31, 2020.

10 (2) Including floor area managed under JDL Open Warehouse Platform.



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