



JD.com, Inc.

Financial and Operational Highlights

Mar 2023

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This document also contains non-GAAP financial measures, the document 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>.

This document speaks as of December 31, 2022. Neither the delivery of this document nor any further discussions of the Company with any of the recipients shall, under any circumstances, create any implication that there has been no change in the affairs of the Company since that date.

Solid Growth Momentum

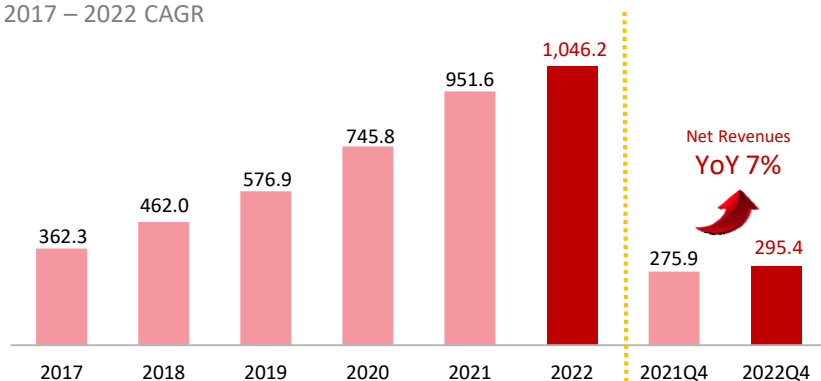


Net Revenues

(RMB Billions)

24%

2017 – 2022 CAGR



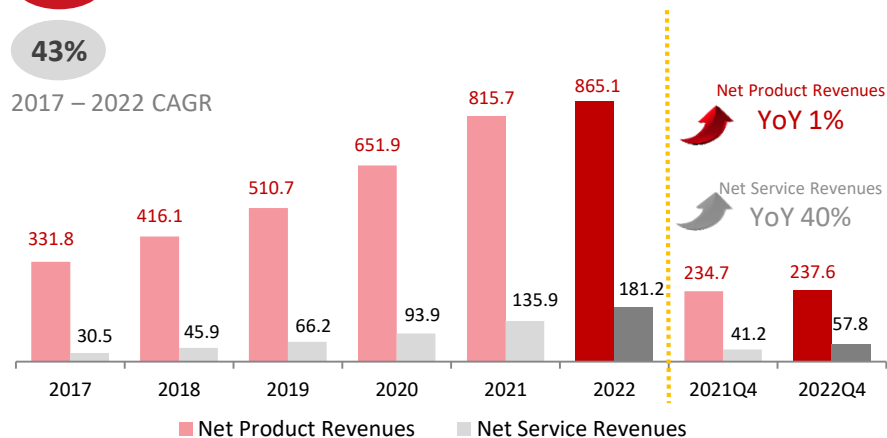
Net Revenues Breakdown

(RMB Billions)

21%

43%

2017 – 2022 CAGR



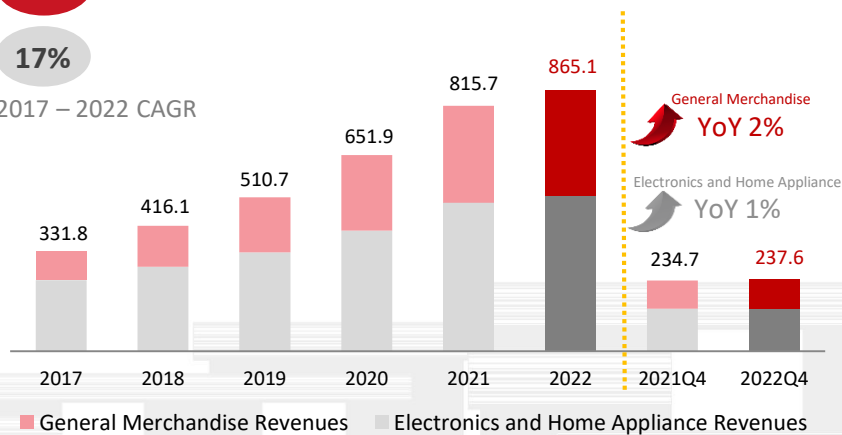
Net Product Revenues Breakdown

(RMB Billions)

30%

17%

2017 – 2022 CAGR



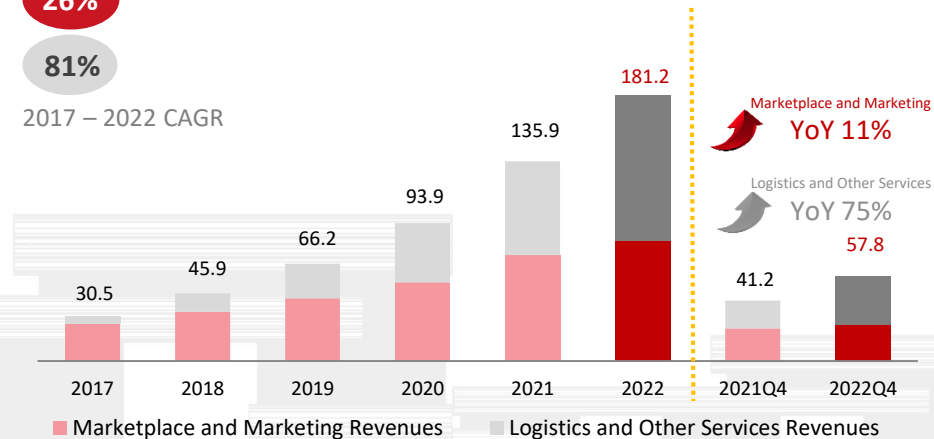
Net Service Revenues Breakdown

(RMB Billions)

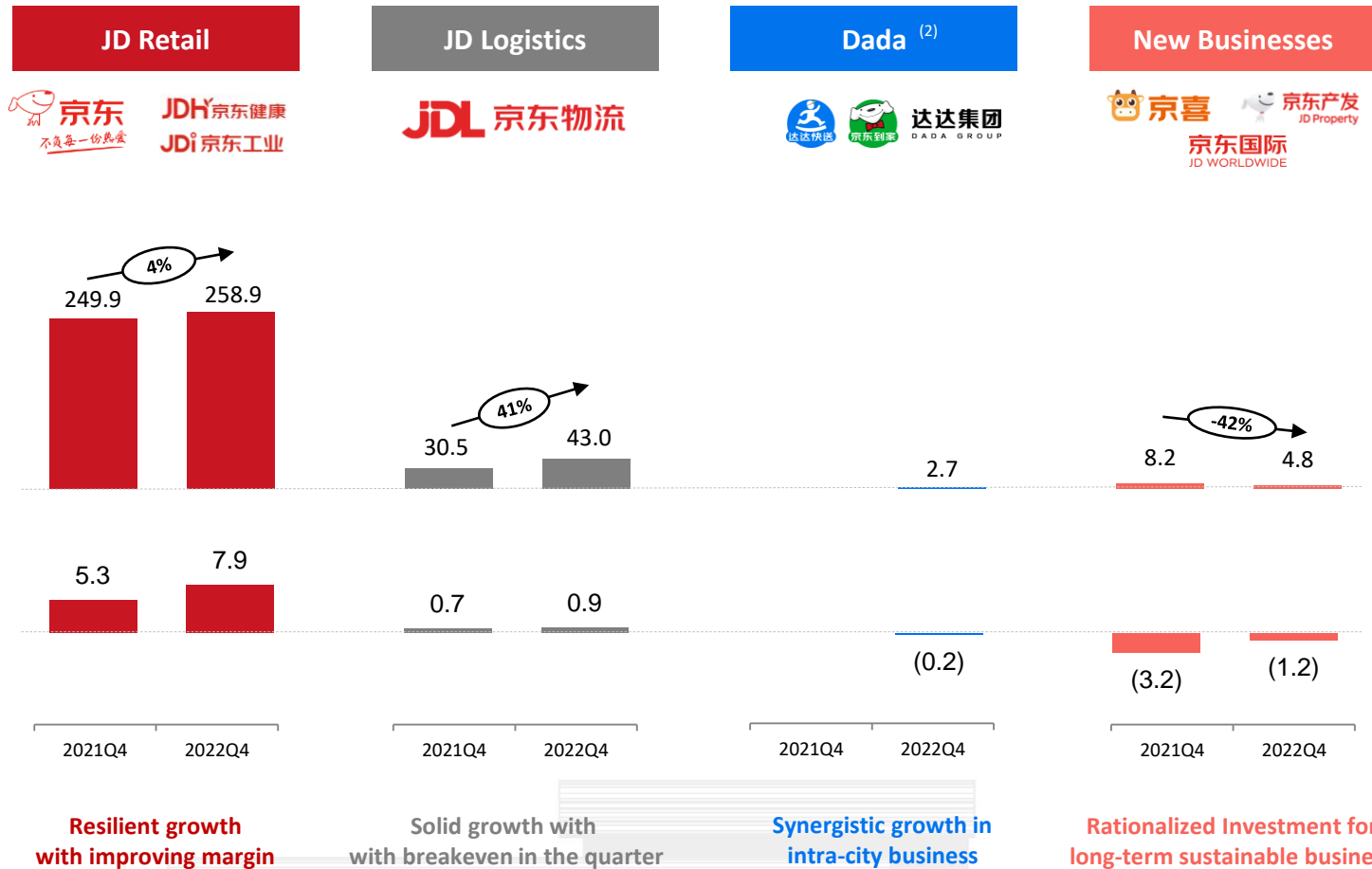
26%

81%

2017 – 2022 CAGR



Diversified Businesses in a Wide Spectrum of Sectors



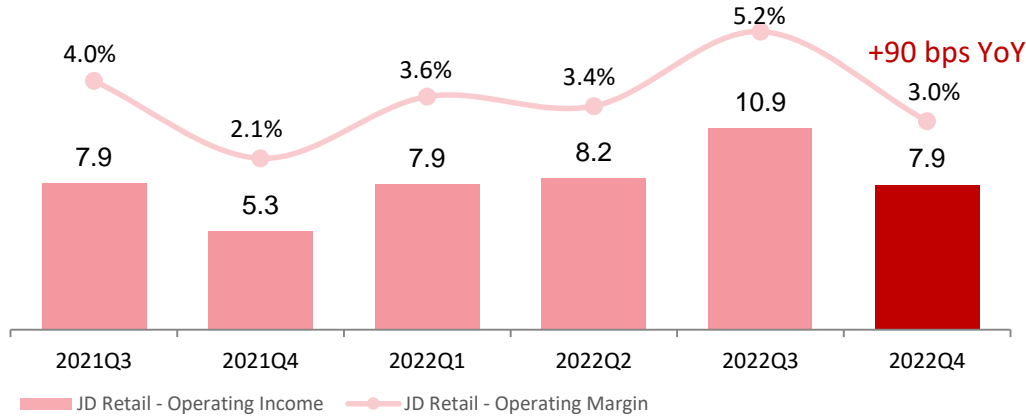
(1) The company now reports four segments, JD Retail, JD Logistics, Dada and New businesses. JD Retail, components of which include JD Health and JD Industrials, among others, mainly consists of online retail, online marketplace and marketing services in China. JD Logistics includes both internal and external logistics businesses. Dada is a local on-demand delivery and retail platform in China. New businesses mainly include JD Property, Jingxi, overseas businesses and technology initiatives.

(2) The company consolidated Dada since February 28, 2022 and reported the results of Dada as a new standalone segment.

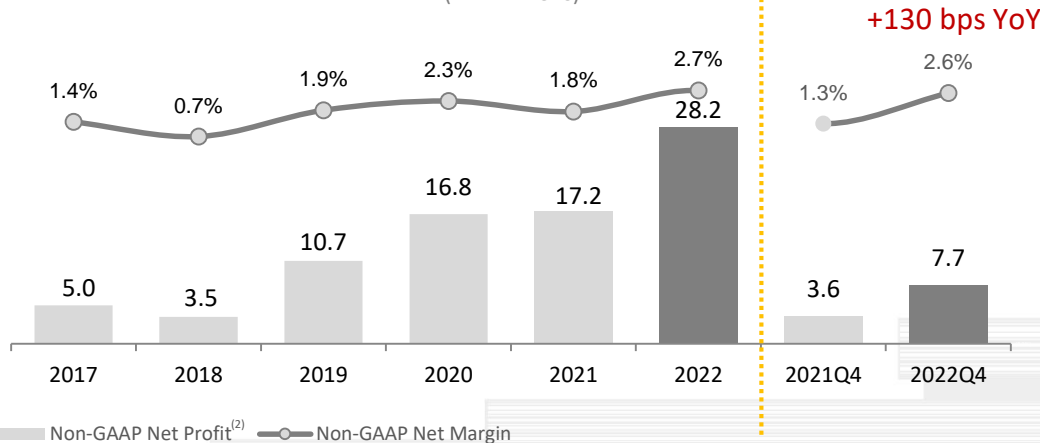
Resilient Core Profitability with the Benefits of Scale



JD Retail Operating Income⁽¹⁾
(RMB Billions)



Non-GAAP Net Profit⁽²⁾
(RMB Billions)



Drivers of Profitability



Increasing operating efficiency in core business over the long term



Fast growth from marketing service and logistic business



Financial discipline in investment and spending



Investment in new initiatives for incremental opportunities

(1) JD Logistics and other subsidiaries within JD Group (including JD Retail) will, on an annual basis, engage an industry consultant or conduct researches on comparable companies to determine the applicable market rates for the services provided under the Supply Chain Solutions and Logistics Services Framework Agreement.

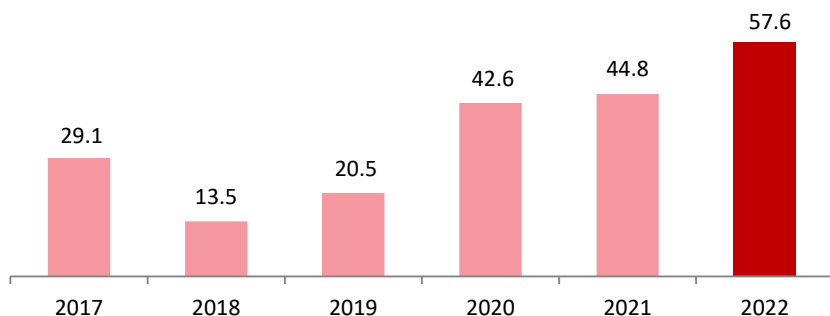
(2) Non-GAAP net income attributable to ordinary shareholders; refer to the company's quarterly results for Non-GAAP adjustments.

Robust Cash Flow Generation



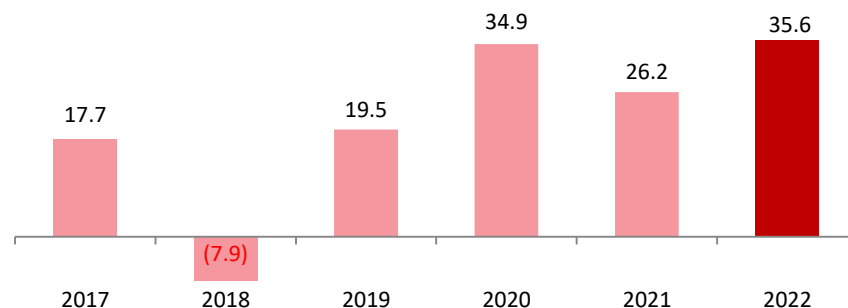
Adjusted Operating Cash Flow

(RMB Billions)



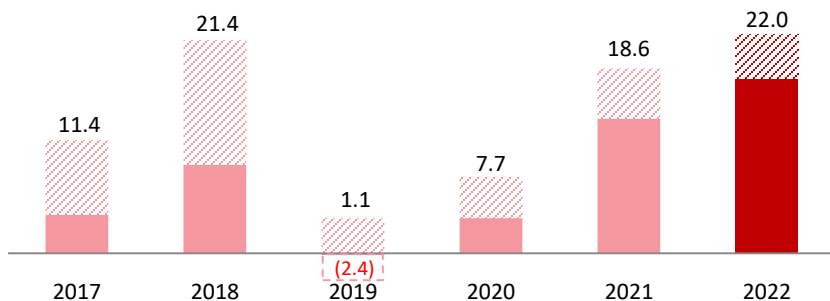
Free Cash Flow

(RMB Billions)



Capital Expenditures

(RMB Billions)



Capital expenditures for development properties, net of related sales proceeds

Other Capex

Free Cash Flow Characteristics

- Outstanding cash conversion cycle 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 (RMB Millions)	2021Q4	2022Q1	2022Q2	2022Q3	2022Q4
Net revenues	275,907	239,655	267,600	243,535	295,446
Non-GAAP Operating expenses					
Cost of revenues	-238,751	-206,178	-231,678	-207,299	-253,866
Fulfillment	-15,996	-15,186	-16,000	-13,990	-16,512
Marketing	-12,973	-8,338	-9,110	-7,210	-11,615
Research and development	-3,648	-3,932	-3,641	-3,617	-3,875
General and administrative	-1,557	-1,369	-1,418	-1,493	-2,326
Non-GAAP Income from operations ⁽¹⁾	2,831	4,652	5,753	9,926	7,252
Non-GAAP net income attributable to ordinary shareholders ⁽¹⁾	3,565	4,032	6,489	10,040	7,659
Non-GAAP operating margin ⁽¹⁾	1.0%	1.9%	2.1%	4.1%	2.5%
GAAP operating margin	-0.1%	1.0%	1.4%	3.6%	1.6%
Non-GAAP net margin ⁽¹⁾	1.3%	1.7%	2.4%	4.1%	2.6%
GAAP net margin	-1.9%	-1.2%	1.6%	2.4%	1.0%

(1) Refer to public disclosures for Non-GAAP adjustment items.

Supplemental Financial Information and Business Metrics

Supplemental Information	2021Q4	2022Q1	2022Q2	2022Q3	2022Q4
Inventory turnover days ⁽¹⁾ – TTM	30.3	30.2	31.5	31.7	33.2
Accounts payable turnover days ⁽¹⁾ – TTM	45.3	45.0	49.4	50.4	52.5
Accounts receivable turnover days ⁽¹⁾ – TTM	2.9	3.2	3.6	4.0	4.5
Free Cash Flow ⁽²⁾ – TTM (RMB Billions)	26.2	27.2	27.7	25.8	35.6

(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 Technology related credit products included in the operating cash flow, and less capital expenditures, net of proceeds from disposals of long-lived assets.

Superior Services through Nationwide Logistics Network



Nationwide Warehouse Network & Last-mile Reach

Rapid Expansion & Best-in-Class Fulfillment Capabilities



Warehouses **1,500+** warehouses

GFA⁽²⁾ **30+** million sq.m.

Delivery personnel⁽³⁾ **290,000+** ppl

Geographic Coverage **Almost all** counties & districts in China

■ Cities with Asia No.1 smart industrial parks⁽⁴⁾

Provide best-in-class customer experience

- (1) Map and data as of Dec 31, 2022.
- (2) Including floor area managed under JDL Open Warehouse Platform. The numbers also include warehouses managed by Deppon Logistics Co., Ltd.
- (3) The number also includes delivery personnel from Deppon Logistics Co., Ltd.
- (4) Starting from the interim results announcement for the six months ended June 30, 2022, JDL further adjusted and raised the classification standard for the Asia No.1 industrial parks, including but not limited to the GFA, the investment scale, and the level of automation.

