



**JD.com, Inc.**

***Financial and Operational Highlights***

**May 2024**

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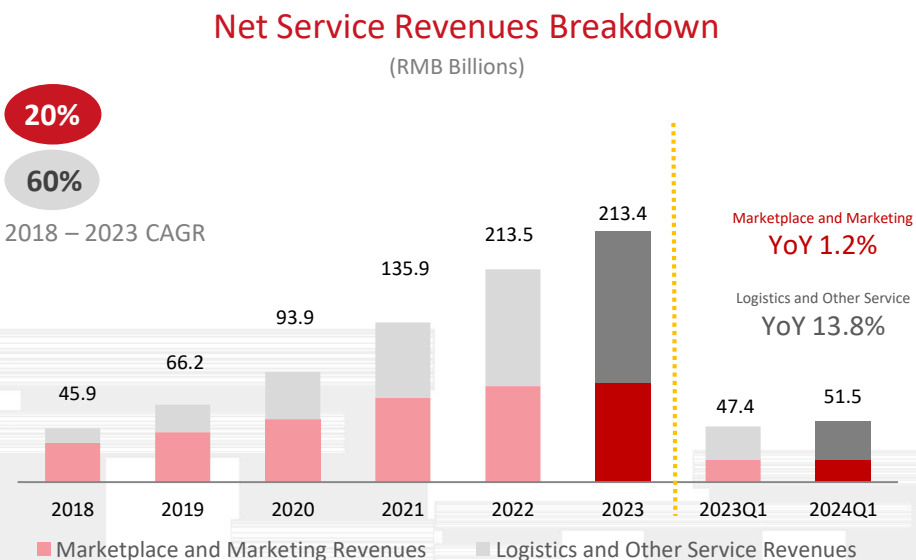
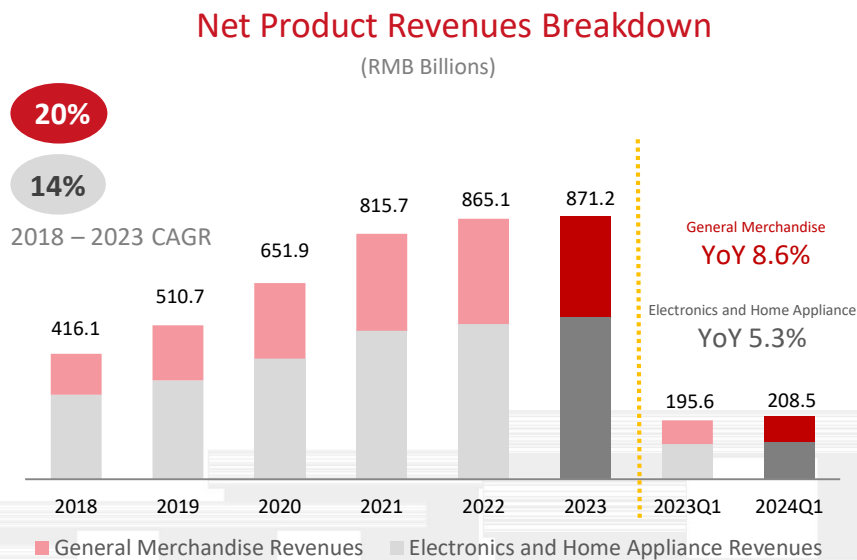
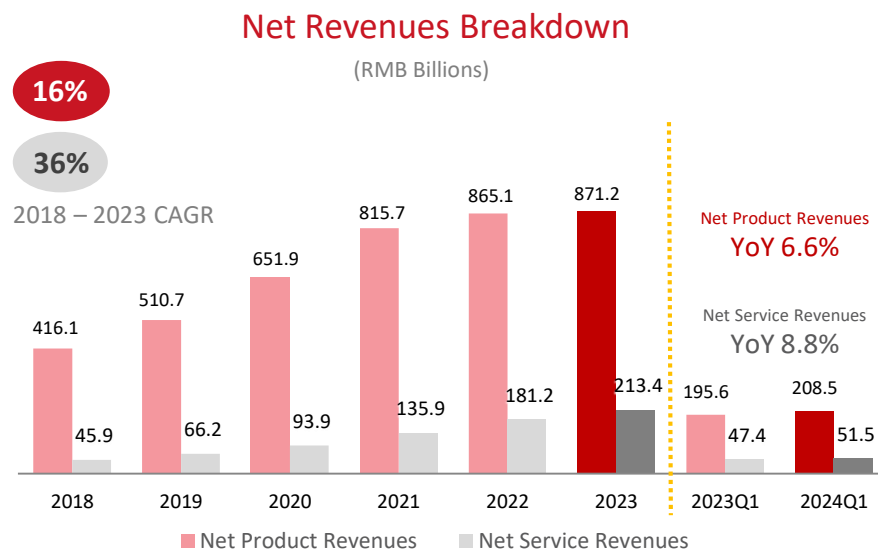
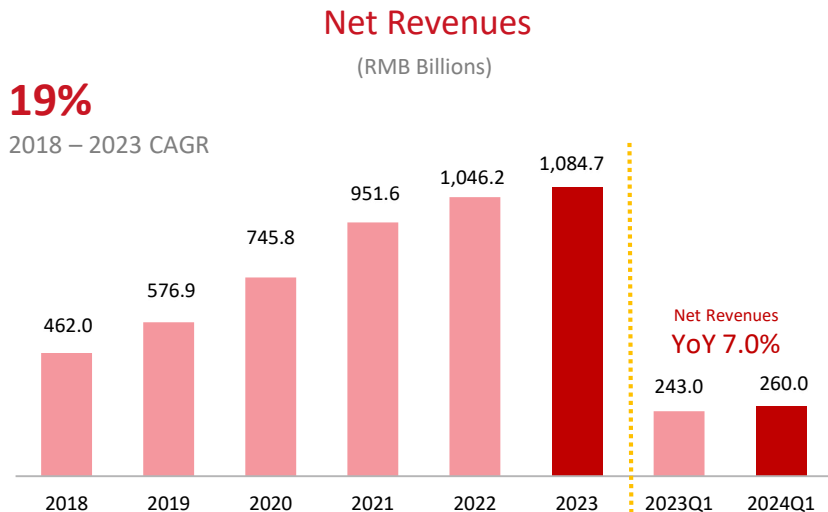
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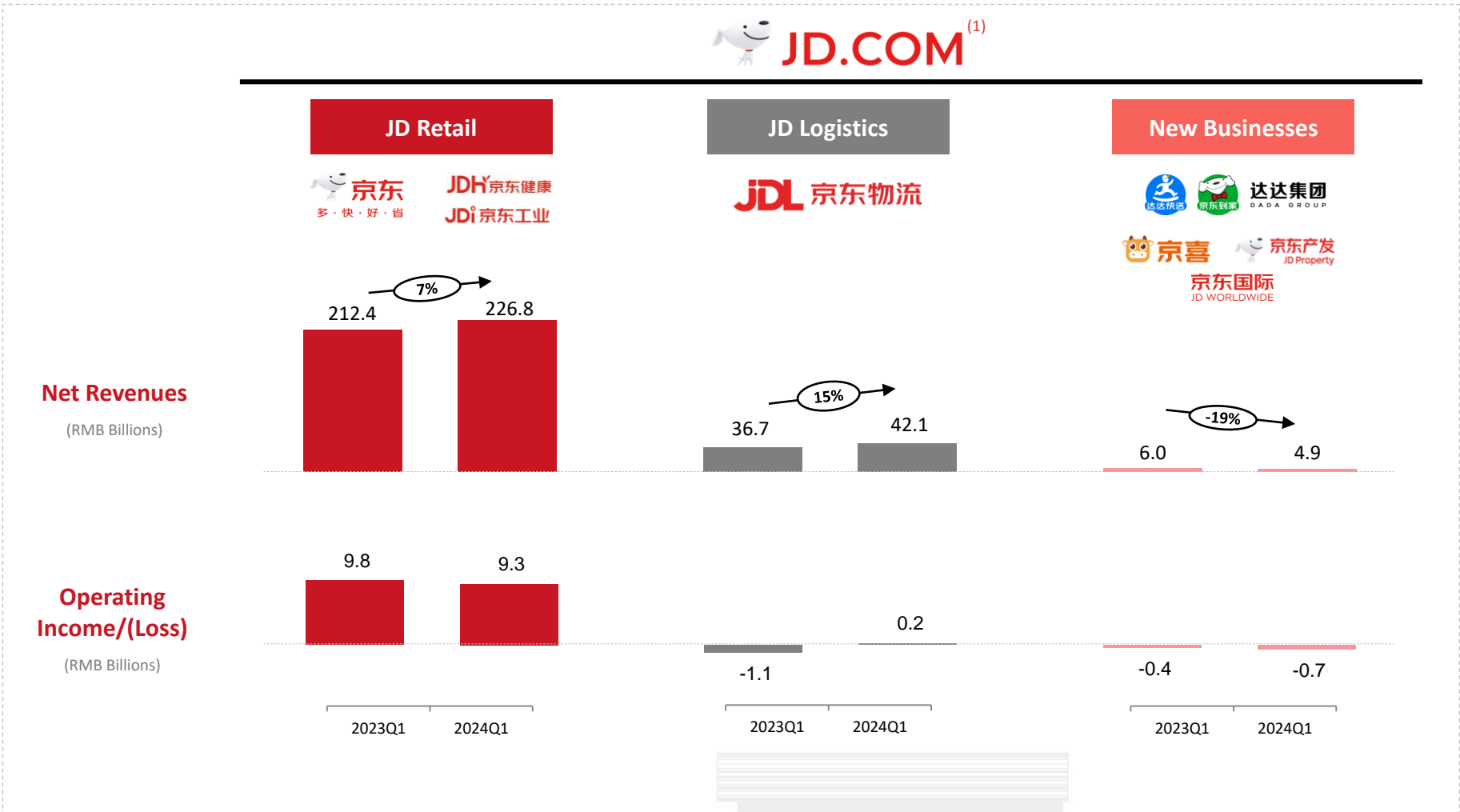
This document also contains non-GAAP financial measures, the document of which is not intended to be considered in isolation or as a substitute for the financial information prepared and presented in accordance with accounting principles generally accepted in the United States of America. In addition, 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 March 31, 2024. 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



# Diversified Businesses in a Wide Spectrum of Sectors

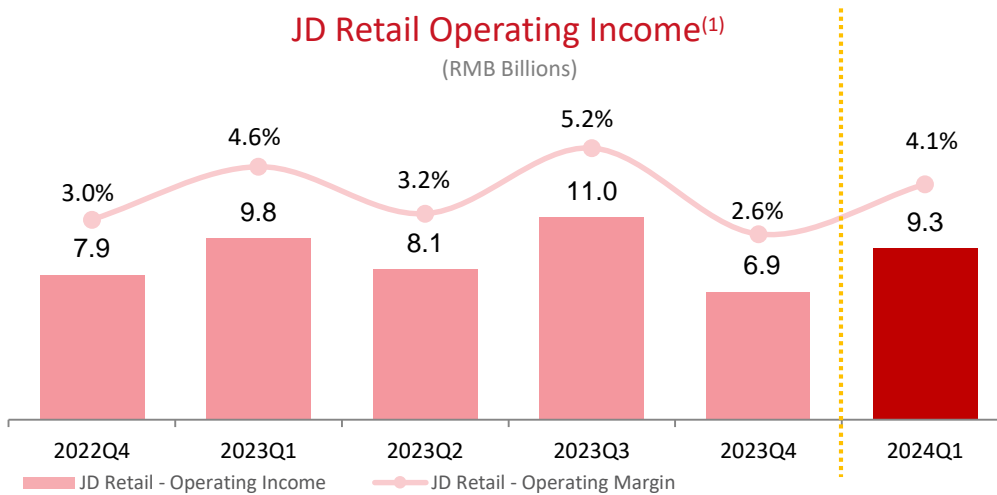


(1) From the first quarter of 2024, the Company started to report three segments, JD Retail, JD Logistics and New Businesses, to reflect changes made to the reporting structure whose financial information is reviewed by the chief operating decision maker of the Company under its ongoing operating strategies. JD Retail, including JD Health and JD Industrials, among other components, mainly engages in online retail, online marketplace and marketing services in China. JD Logistics includes both internal and external logistics businesses. New Businesses mainly include Dada, JD Property, Jingxi and overseas businesses.

# Resilient Core Profitability with the Benefits of Scale



JD Retail Operating Income<sup>(1)</sup>  
(RMB Billions)



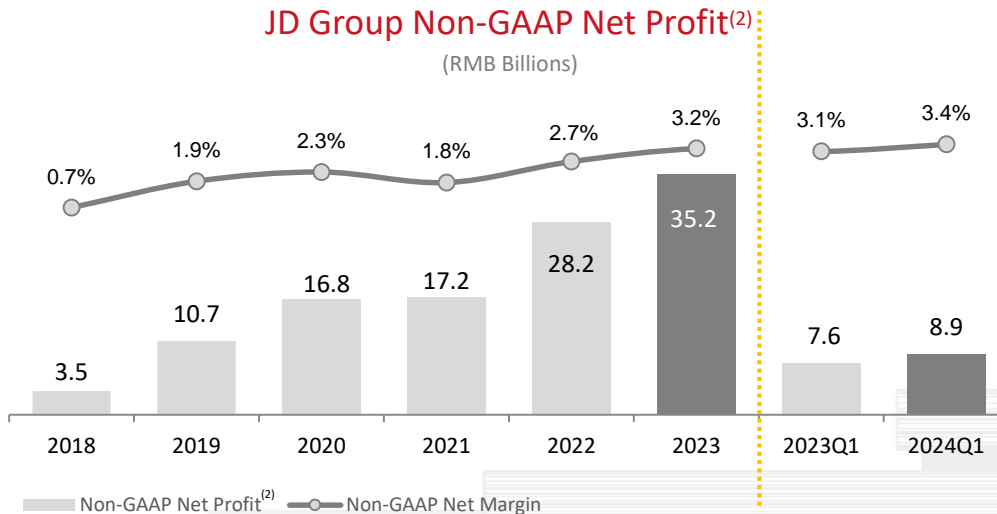
## Drivers of Profitability

Improving operating efficiency & economies of scale in core business over the long term

Continuous efforts in driving growth of marketplace and marketing services

Financial discipline in investment and spending

JD Group Non-GAAP Net Profit<sup>(2)</sup>  
(RMB Billions)



(1) JD Logistics and other subsidiaries within JD Group (including JD Retail), 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.

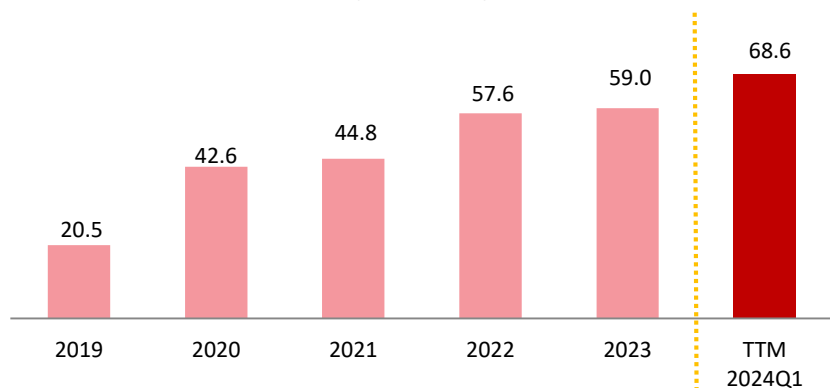
(2) Non-GAAP net income attributable to the company's ordinary shareholders; refer to the company's quarterly results for Non-GAAP adjustments.

# Robust Cash Flow Generation



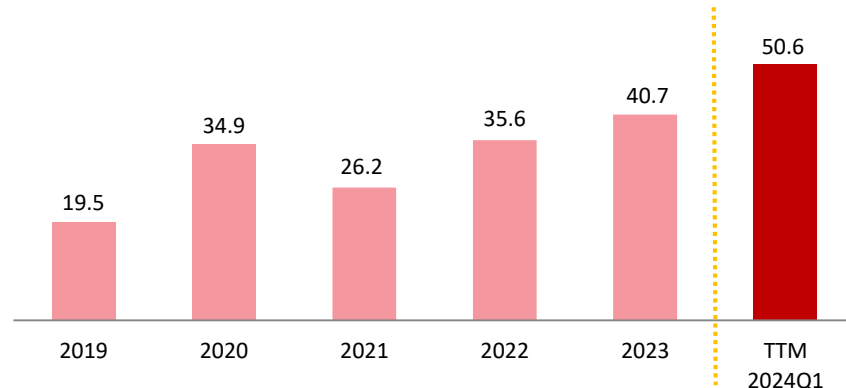
## Adjusted Operating Cash Flow <sup>(1)</sup>

(RMB Billions)



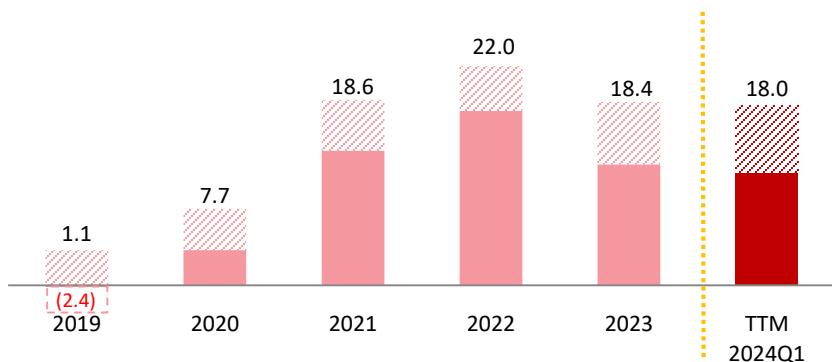
## Free Cash Flow <sup>(2)</sup>

(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 TTM operating cash flow greater than net profit

Development properties as a long-term cash flow positive business

(1) The Company defines adjusted operating cash flow as operating cash flow adjusting the impact from consumer financing receivables included in the operating cash flow.

(2) The Company defines free cash flow as operating cash flow adjusting the impact from consumer financing receivables included in the operating cash flow and capital expenditures, net of the proceeds from sale of development properties.

# Unaudited Selected Financial Data



Unaudited Selected Financial Data (RMB Millions)	2023Q1	2023Q2	2023Q3	2023Q4	2024Q1
<b>Net revenues</b>	<b>242,956</b>	<b>287,931</b>	<b>247,698</b>	<b>306,077</b>	<b>260,049</b>
<b>Non-GAAP operating expenses</b>					
Cost of revenues	-206,901	-246,471	-208,912	-262,541	-220,252
Fulfillment	-15,067	-16,444	-14,883	-17,053	-16,593
Marketing	-7,651	-10,761	-7,623	-12,793	-8,953
Research and development	-3,763	-3,834	-3,525	-4,106	-3,793
General and administrative	-1,699	-1,746	-1,658	-1,791	-1,579
<b>Non-GAAP income from operations <sup>(1)</sup></b>	<b>7,875</b>	<b>8,676</b>	<b>11,097</b>	<b>7,794</b>	<b>8,879</b>
<b>Non-GAAP net income attributable to ordinary shareholders <sup>(1)</sup></b>	<b>7,591</b>	<b>8,556</b>	<b>10,638</b>	<b>8,415</b>	<b>8,899</b>
<b>Non-GAAP operating margin <sup>(1)</sup></b>	<b>3.2%</b>	<b>3.0%</b>	<b>4.5%</b>	<b>2.5%</b>	<b>3.4%</b>
<b>GAAP operating margin</b>	<b>2.6%</b>	<b>2.9%</b>	<b>3.8%</b>	<b>0.7%</b>	<b>3.0%</b>
<b>Non-GAAP net margin <sup>(1)</sup></b>	<b>3.1%</b>	<b>3.0%</b>	<b>4.3%</b>	<b>2.7%</b>	<b>3.4%</b>
<b>GAAP net margin</b>	<b>2.6%</b>	<b>2.3%</b>	<b>3.2%</b>	<b>1.1%</b>	<b>2.7%</b>

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

# Supplemental Financial Information and Business Metrics

Supplemental Information	2023Q1	2023Q2	2023Q3	2023Q4	2024Q1
Inventory turnover days <sup>(1)</sup> – TTM	32.4	31.7	30.8	30.3	29.0
Accounts payable turnover days <sup>(1)</sup> – TTM	51.3	52.8	52.6	53.2	51.8
Accounts receivable turnover days <sup>(1)</sup> – TTM	4.8	5.0	5.4	5.6	5.4
Free cash flow – TTM (RMB Billions)	19.0	33.5	39.4	40.7	50.6

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



