

JD.com Introduction

April 2024



Who We Are



JINGDONG

Mission

Making Lives Better through Technology

Vision

Being the Most Trusted Company in the World

Values

Customer First · Innovation · Dedication
Ownership · Gratitude · Integrity

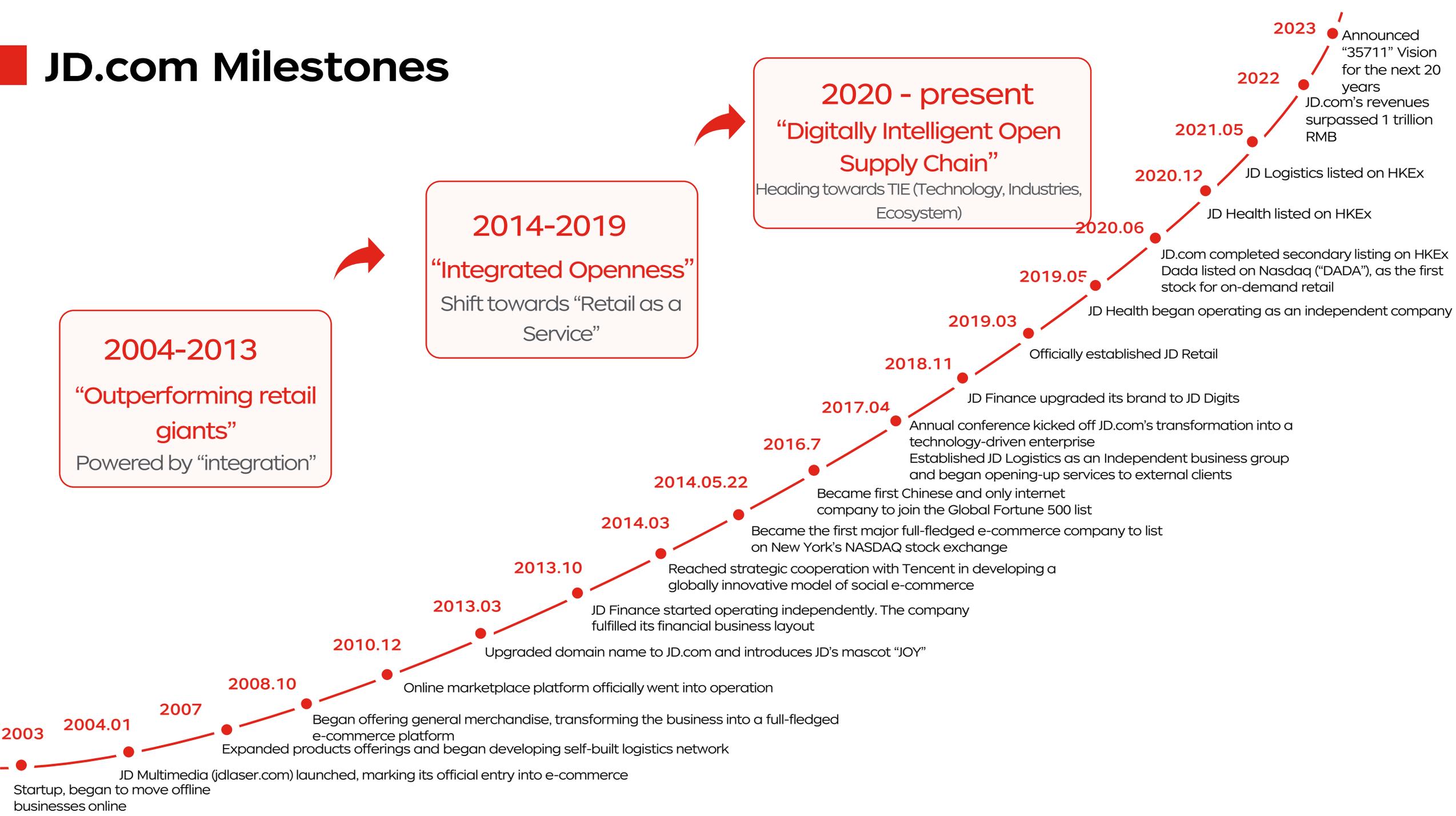
Positioning

A technology and services enterprise with supply chain at its core

Enterprise Type

New type of real economy-based enterprise

JD.com Milestones



2004-2013
"Outperforming retail giants"
Powered by "integration"

2014-2019
"Integrated Openness"
Shift towards "Retail as a Service"

2020 - present
"Digitally Intelligent Open Supply Chain"
Heading towards TIE (Technology, Industries, Ecosystem)

2003
Startup, began to move offline businesses online

2004.01
JD Multimedia (jdlaser.com) launched, marking its official entry into e-commerce

2007
Expanded products offerings and began developing self-built logistics network

2008.10
Began offering general merchandise, transforming the business into a full-fledged e-commerce platform

2010.12
Online marketplace platform officially went into operation

2013.03
JD Finance started operating independently. The company fulfilled its financial business layout

2013.10
Reached strategic cooperation with Tencent in developing a globally innovative model of social e-commerce

2014.03
Became the first major full-fledged e-commerce company to list on New York's NASDAQ stock exchange

2014.05.22
Became first Chinese and only internet company to join the Global Fortune 500 list

2016.7
Annual conference kicked off JD.com's transformation into a technology-driven enterprise

2017.04
Established JD Logistics as an Independent business group and began opening-up services to external clients

2018.11
Officially established JD Retail

2019.03
JD Finance upgraded its brand to JD Digits

2019.05
JD Health began operating as an independent company

2020.06
JD.com completed secondary listing on HKEx

2020.12
Dada listed on Nasdaq ("DADA"), as the first stock for on-demand retail

2021.05
JD Health listed on HKEx

2022
JD Logistics listed on HKEx

2023
Announced "35711" Vision for the next 20 years

JD.com's revenues surpassed 1 trillion RMB

Three Critical Development Stages



1998 Four-square-meters retail unit launched in Beijing's technology hub of Zhongguancun.

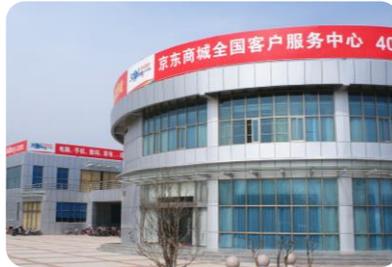
2003 Business shifted to online sales.



January 1, 2004, the earliest predecessor of JD.com, jdlaser.com launched. The company officially became an e-commerce company



2007 JD.com began to build its self-owned logistics network and transform to a full-fledged e-commerce platform.



2009 JD's customer center established in Suqian



2010 JD Logistics launched "211 program" (same- and next-day delivery)



May 22, 2014 JD.com successfully listed on the NASDAQ stock exchange



2014 JD's first Asia No.1 intelligent logistics park was put into use



2017: Comprehensive transformation towards a technology-driven enterprise



October 2020: Initiated JD's Rural Revitalization plan "Marching-to-Rich"



2020-2021: JD.com's secondary listing on HKEX; JD Logistics and JD Health listed on HKEX; and Dada Group listed on Nasdaq.



2020: JD.com positioned as "a technology and services enterprise with supply chain at its core"

20 Years Moving Forward and Achieving Breakthrough Growth



2023 Net Revenues
US \$152.8 billion



Employees
620,000+



Ranked #52 on
Fortune Global 500 list



Annual Active Users
~ 600 million



Ranking #1 on
China's Top 500 Private
Enterprises list

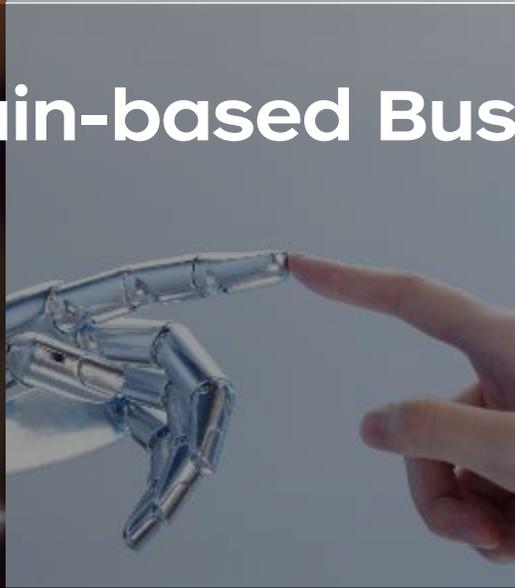


Enterprise Clients Served
8 million+

Supply Chain-based Business Landscape



Retail



Technology



Logistics



Health Care



Industrials



Property Development



Insurance



Private Label



International



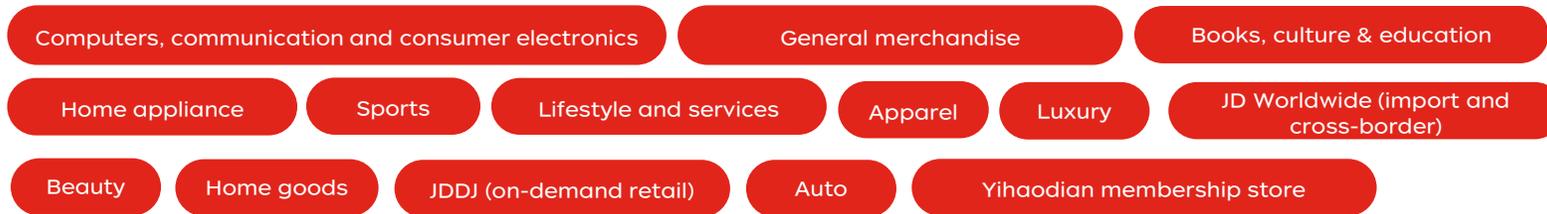
Innovative Retail

JD Retail: Trust-based and customer-centric value creation

JD Retail is a supply chain-based, transaction-friendly platform committed to optimizing costs, maximizing efficiency, expanding product offerings, maintaining competitive pricing, and delivering exceptional customer service. Our mission is to create a superior shopping experience characterized by an extensive product range, fast delivery, superior quality, and competitive prices. We are dedicated to the success of our partners, implementing strategies for cost-effective operations and enhanced efficiency, fostering high-quality growth.

TO C

Meets diversified customer demands whenever and wherever
Full categories of products and services



10 million +

Self-operated SKUs

36 million +

JD PLUS members (paid membership)

TO B

Data and technology-driven
Digitally intelligent platform for product circulation management
Promotes efficient collaboration across the supply chains
Helps industries reduce cost and increase efficiency



10,000 +

Large enterprise clients

8 million+

MSME clients

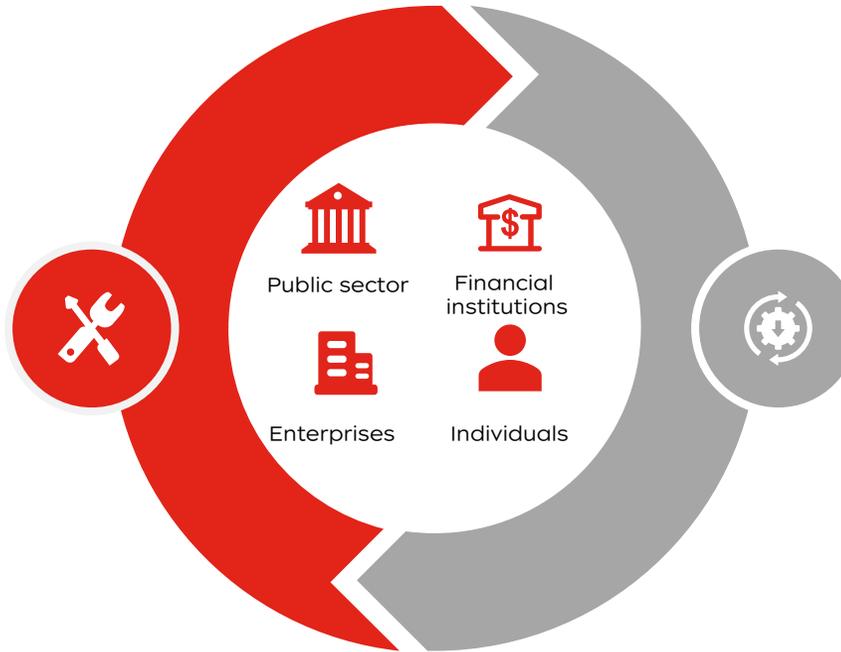
JD Technology: Harnessing technologies for industries' digitalization upgrades

JD Technology provides technology-based services to private and public sector clients. Leveraging technologies such as artificial intelligence, big data, cloud computing, and IoT, JD Technology offers products and solutions tailored to various industries, helping enterprises reduce supply chain costs and enhance operational efficiency.

FinTech

Provide financial and fintech support

- Serving individuals (JD Finance app) : JD Pay, consumption finance, personal finance
- Serving businesses including agricultural enterprises (supply chain finance technology platform): enterprise financing, supply chain finance, rural finance



Technology and Services

Drive digital upgrade

- JD Cloud – Technical foundation
- Digital products: intelligent marketing, intelligent city, industrial parks, intelligent services
- Large language model for industrial scenarios: ChatRhino
- Next-gen digital infrastructure: safe, stable, cost-efficient, open

100

Cities

944

Financial institutions

2.5m+

MSMEs

2,500+

Large enterprises

460m

Individuals

JD Logistics: Technology-driven supply chain solutions and logistics services provider

JD Logistics became an independent business group of JD.com in 2017 and opened its services to external partners the same year. In May 2021, JD Logistics listed on the Hong Kong Stock Exchange. Leveraging its capabilities in integrated supply chain and advanced logistics technologies, JD Logistics provides speedy and cordial services to consumers and clients.

According to China's State Post Bureau, JD Logistics has maintained the best-in-class customer satisfaction ratings for five consecutive years (2019-2023).

Logistics Infrastructure

Next-Morning Delivery

13 provinces / cities

First to Introduce Nationwide Integrated Services

for delivery, installation, removal and recycling

Next-Day Local Fulfillment

Available in major countries

Doorstep delivery for

16 years

"211 Program" (same-and next-day delivery)

14 years

World-leading integrated supply chain capabilities helping

Fortune 500 customers across **six industries** reduce costs and improve efficiency

~100%

Coverage of population and regions in China

40+ "Asia No.1"

Highly automated warehouses comprising China's largest smart logistics system

World's First

Supply chain emission management platform for the logistics industry

Logistics Technology



Unmanned Delivery



Supply Chain Control Tower



Proprietary supply chain technology



Automated Warehouse



Intelligent Route Planning



Collaborative open supply chain solution platform



WOTB System



Inventory Optimization



The largest integrated supply chain logistics services provider



Superior operating efficiency fuels the delivery of high-quality services

JD Health: Creating reliable value with users' health at the forefront

JD Health is the healthcare business of JD.com. JD Health was listed on Hong Kong Stock Exchange in December 2020. The company's technology-driven platform is centered on the supply chain of pharmaceutical and healthcare products, strengthened by a suite of healthcare services, tailored to meet user's needs across their entire lifespan. JD Health has become a leading provider of medical and healthcare products, services, and solutions in China.

RMB 53.5 billion

172 million

50,000+

450,000+

RMB 60 million+

2023 net revenue
increase of 14.5% YoY

Annual active users

Third party merchants

Average number of annual
online consultation

Total value of products
and services donated



Retail pharmacy

1.30m+

30+

30,000+

120,000+

Number of new nutrition, health care, traditional tonics, and pet health products launched online

Class 1 innovative drugs debuted on JD Pharmacy in 2023

Brands covering 1,000+ eldercare categories

Offline cooperative drugstores in 480+ cities



Online healthcare services

120m+

96%

55,000+

Total number of services provides at China's first skin-focused internet hospital

"JD Family Doctor" program's user satisfaction rate

Collaborations with consumer medical service institutions in 500 cities and regions



Enterprise health solutions

Provide digital health care solutions for enterprise and insurance customers to help improve their user experience.



Smart medical solutions

Assist cities and hospitals in building digitally intelligent solutions for public health, health insurance, and medical institution management.

JINGDONG Industrials: A leading industrial supply chain technology and service provider

Clear Market Leader



Mission

To empower the industrial world with the utmost efficiency

Large Customer Base



~7,000
KA customers*

2.6 million+
SMEs

Extensive Cooperation on Supply Side



~30,000
Manufacturers, distributors, and resellers

Wide Range of Industrial Products



40+
Product categories
40 million+
SKUs



Value We Create



Transparency



Reliability



Reducing costs



Improving efficiency



Scenarios & Products

General-purpose MRO

Professional MRO

BOM

Industrial technology solutions

Key Accounts

(Domestic and cross-border supply chain services)

SMEs and others



Clients

ISP

IOP

JD Smart Procurement

mro.jd.com

vipmro.com

ic.jd.com

vipmro.net



Core Competence

End-to-End Digital Infrastructure for Industrial Supply Chain

Product Digitalization

Procurement Digitalization

Fulfillment Digitalization

Operation Digitalization

Note: Our KA customers include approximately 50% of China's Fortune 500 companies and more than 40% of Global Fortune 500 companies that have operations in China.

JINGDONG Property: To become the world's most-trusted service provider for developing and managing modern infrastructure

JD's intelligent industrial parks

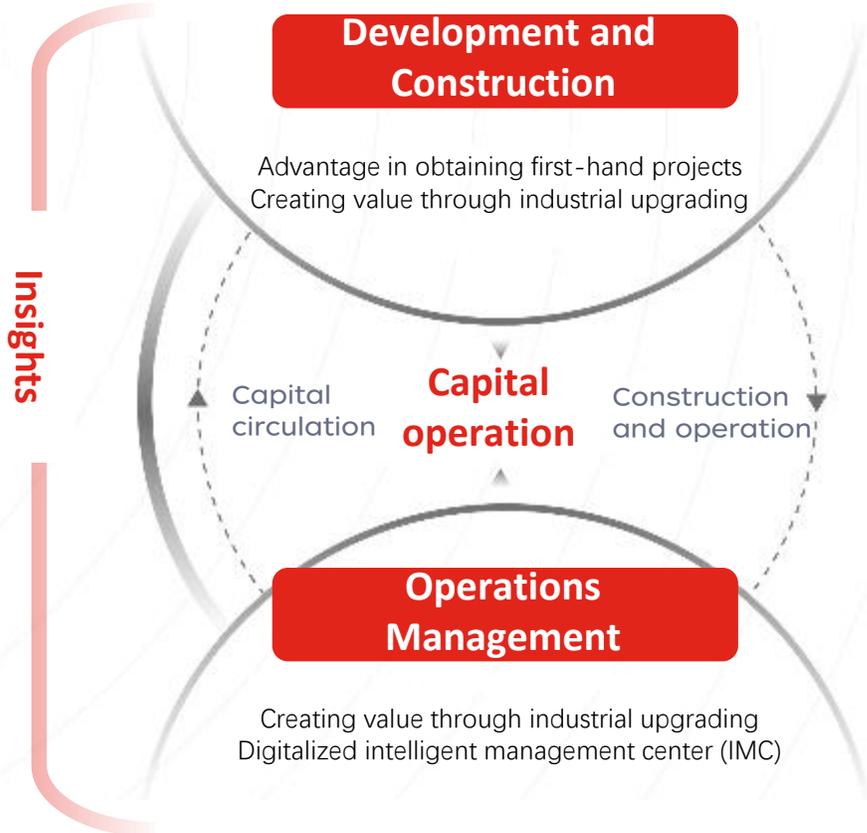


Logistics park

Advanced manufacturing park

Digital technology center

JINGDONG Property (JDP) is a division of JD.com for infrastructure investment, asset management, and related services. As an important component of JD.com's supply chain ecosystem, JDP's mission is to "empower urban development through intelligent industrial upgrades." Leveraging core competencies of infrastructure development, asset management, and diversified value-added services, JDP provides industries with comprehensive infrastructure development and operating solutions, including modern standard warehouses, integrated intelligent industrial parks, data centers, photovoltaic new energy infrastructure, and more.



Portfolio	Total GFA	Total AUM	External Customers
236 Modern Infrastructure Assets	23.30M+ Square Meters	RMB 93.5B	50%+ Revenue Contribution

01 Project Planning
 Business positioning; Market analysis; Necessity analysis; Trend analysis; Investment estimation; Financial evaluation

02 Planning and Design
 Overall layout; Economic and technical indicators; Selection of park products; Functional planning; Interior planning; 5G intelligent park

03 Development and Construction Management
 Investment consulting; Design optimization; Bidding support; Technical consulting; Construction management; Delivery management

04 Business Development and Leasing
 Customer positioning; BD planning; Marketing promotion; Business support; Contract management; Customer relations

05 Property Services
 Pre-construction introduction; Basic property services; Renovation technical support; Facility and equipment selection; Maintenance plan; Customer service

06 Capital Operation
 Supply chain finance solutions; Equipment financing and leasing; Construction financing; Fund management

JD Insurance: Providing all-scenario solutions and becoming the most trustworthy insurer

JD Insurance provides professional, easy to access, effective and flexible insurance services to businesses and individuals through three subsidiaries.

320 million

Annual customers

700,000

Merchants served

52,000 +

Insurance product SKUs

99%+

Online claim settlement rate

100+

Large enterprises

TOB

TOC

E-commerce

Employee

Liability

Enterprise property

Commercial vehicle

Vehicle

Travel

Accident

Health

Critical illness

Life

Pension



京东安联

AllianzJD is a joint venture between **JD.com** and **Allianz**, one of the world's largest insurers.

Medical service network covers **240+** countries and regions, and 100% of AAA hospitals in China.

JDA 京东保险经纪

JD Insurance Brokerage join hands with domestic and international insurance companies to launch internet insurances for e-commerce, health, travel, pension, and more.

E-commerce insurance expertise, such as maintenance and return insurances covering **more than 300** product categories.

JDA 京东保险代理

JD Insurance Agency is headquartered in Beijing and has **26 branches** in China with **more than 10,000** agents.

It collaborates with **hundreds of** high-quality insurance companies and has the ability to select optimal insurance products across the board.

International Businesses: Building digitally intelligent cross-border supply chain and global retail infrastructure

Cross-Border Businesses

JD Worldwide is JD.com's one-stop platform for both imported and exported goods.



Global Buy

Bonded model or direct-mail model

JD Worldwide's 'Global Buy' portal, anchored in cross-border e-commerce and duty-free retail, leverages JD's digitally intelligent supply chain to enhance its open ecosystem across consumer scenarios, marketing, quality, and business development, all aimed at helping brands and merchants enter the Chinese market.



Global Sales

Reaching global customers

The Global Sales' portal extends JD.com's comprehensive ecosystem to overseas markets, catering to global Chinese customers by offering a wide range of high-quality products and utilizing JD's extensive business infrastructure in various domains.

JINGDONG Industrials International

By fully leveraging JD Industrials' end-to-end intelligent industrial supply chain capabilities, we provide customers with end-to-end supply chain solutions at a faster speed and lower cost through domestic delivery, overseas delivery, and local overseas services.

European innovative retail brand "ochama"



Omni-channel, Full category and One-stop

- The Netherlands' first omnichannel retailer that offers both food and non-food products in a wide range of categories with extensive variety.
- We provide a diverse range of categories including food and fresh produce, FMCG, electronics and home appliances, home furnishing, and more.



Automated Central Warehouse

- **20,000+** m² automated central warehouse serves the Netherlands, Germany, Belgium, France, and more.
- With the AGV system, order picking efficiency is tripled.



Flexible Fulfillment Methods

- More than **750+** pick-up points in the Netherlands, Germany, and Belgium
- Home delivery covers **24** countries



Los Angeles warehouse U.S.

New Jersey warehouse U.S.

Birmingham warehouse U.K.

Frankfurt warehouse Germany

Dortmund warehouse Germany

Venlo warehouse Netherlands

Warsaw warehouse Poland



* The map here is indicative only
Network status: As of March 31, 2023

International Logistics



Nearly 90 bonded warehouses, overseas warehouses, and direct mail warehouses



Clients include Hunkemöller, Huawei, Honor, Midea, CATL, Mindray, and more



Cross-border dedicated lines, air freight, the China Europe Express, cross-border trucks, and partnerships with six major airlines



Services provided in the U.S., the U.K., Germany, France, the Netherlands, Poland, Spain, Australia, Malaysia, Vietnam, United Arab Emirates, Hong Kong SAR, and more.

JINGDONG Property International

As of the end of June 2022, JINGDONG Property owned and managed 33 infrastructure projects in Indonesia, the U.K., and four other countries.



Valencia warehouse Spain

Paris warehouse France

Dubai warehouse UAE

Ho Chi Minh warehouse Vietnam

Kuala Lumpur warehouse Malaysia

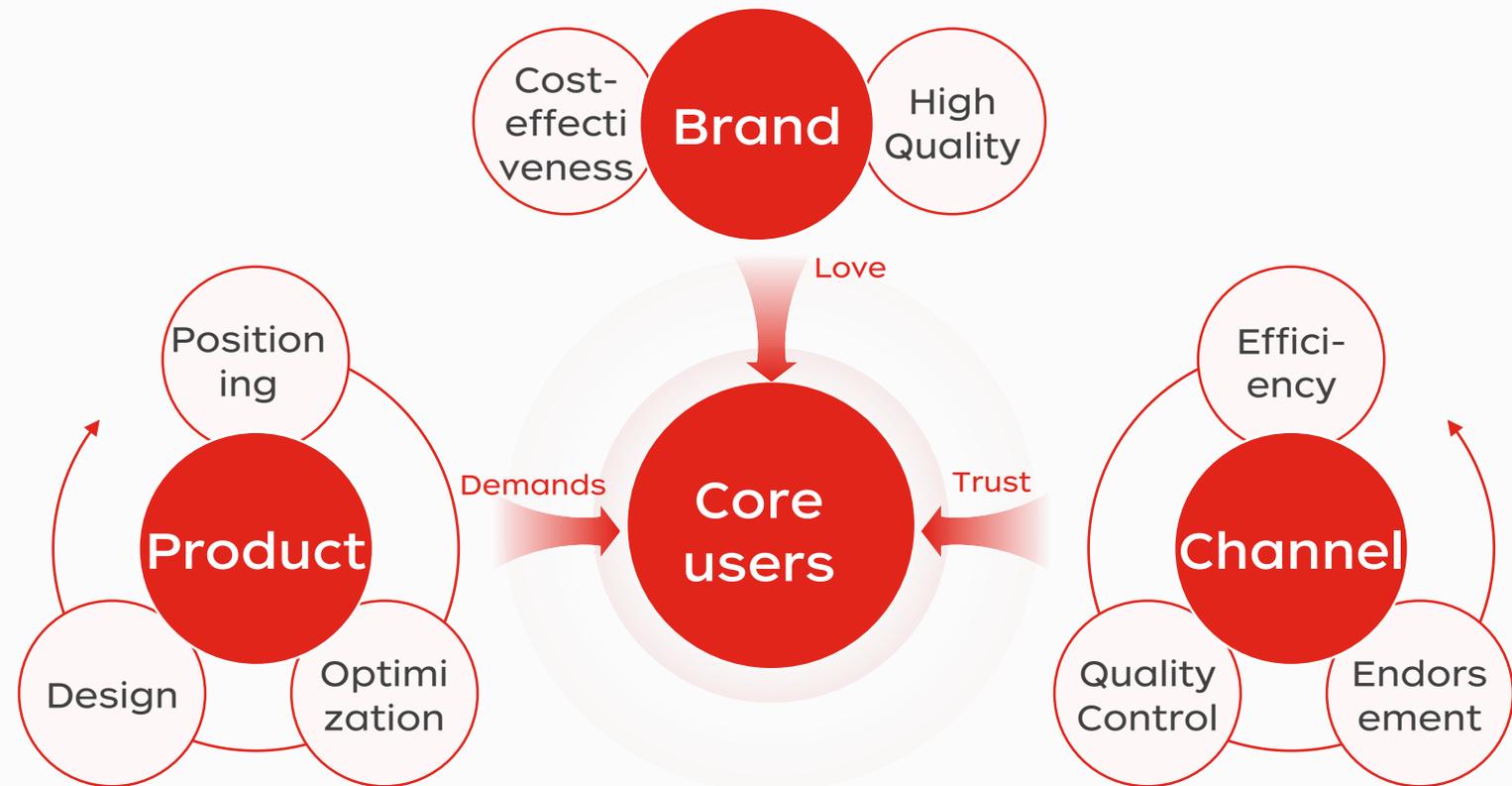
Yuen Long warehouse Hong Kong, China

Sydney warehouse Australia

JD Original: Connecting consumer insights with industrial belts for better products

- Based on JD's consumer insights, drive product development, and lead consumption upgrade.
- Directly connects with industrial belts, reduces circulation links and brand premiums, provides consumers with reasonably priced quality products.
- Symbiotic and win-win cooperation with industrial factories, helps manufacturing industry upgrade to intelligentization, promotes high-quality production capacity, and stimulates positive consumption cycle.

Private labels J.Zao and HUI XUN cover over 70% of industrial belts across China



Dada Group: A leading platform of local on-demand retail and delivery

Dada operates **JDDJ** and **Dada Now**. In June 2020, Dada was listed on the NASDAQ as **the first public company of its kind**. The company is committed to empowering offline retailers with its digitalization capabilities, offering flexible employment opportunities to more workers, and improving **on-demand shopping** experience for consumers.

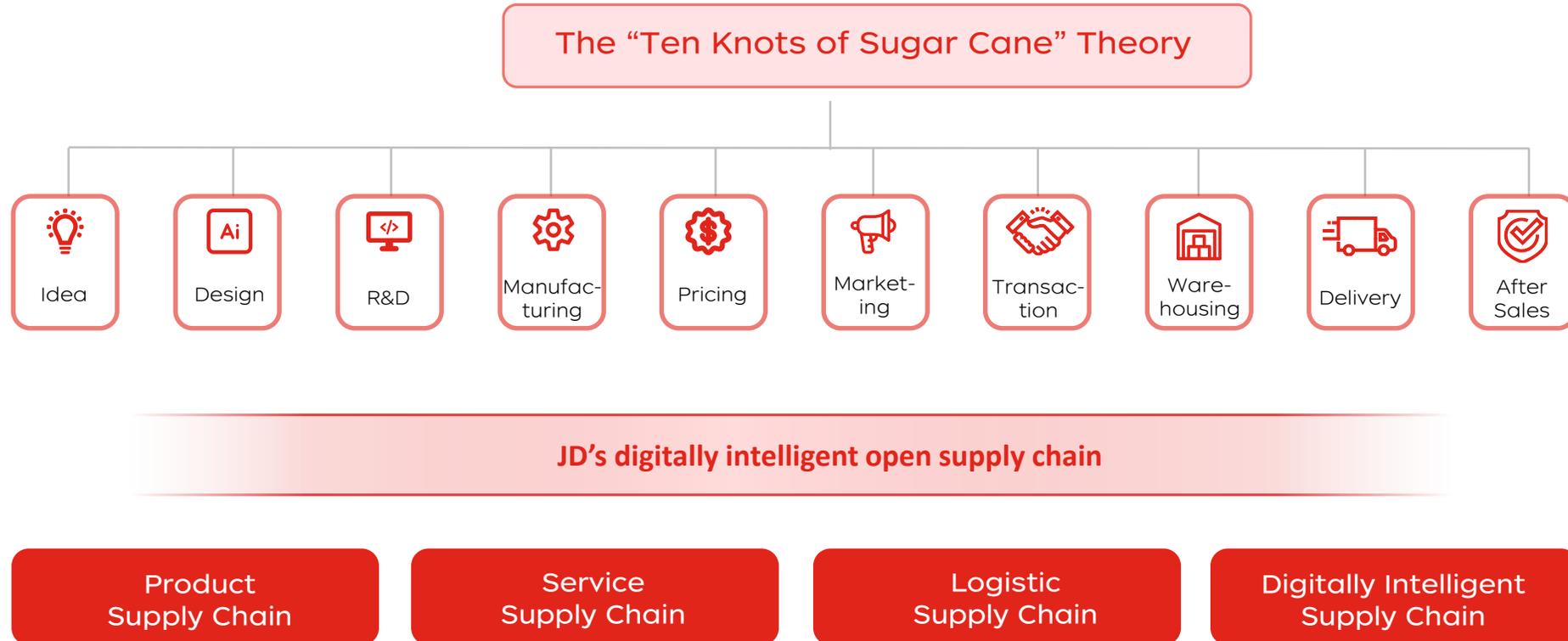
JDDJ: one-hour, on-demand retail platform

Dada Now: Efficient intra-city delivery services



* As of June 30, 2023

Building A New Generation of Infrastructure: JD's Digitally Intelligent Open Supply Chain



Integrating Digital and Real Economies

JD.com has established an integrated supply chain system that incorporates three networks: products, warehouses, and cloud-based technologies. This system, serving nearly 600 million consumers, exemplifies the successful integration of digital and traditional economies, showcasing how modern enterprises can drive high-quality growth in the real economy.

World-leading supply chain operating efficiency

- Over 10 million self-operated SKUs with an inventory turnover rate of ~30 days.
- On-demand retail collaboration with over 500,000 offline stores, covering 2,600+ counties and cities.
- Tens of thousands of self-operated or managed stores, including JD MALL, JD Home Appliance Stores, JD Auto Service, etc.
- Collaboration with thousands of brands on C2M (consumer-to-manufacturer), resulting in nearly 80% reduction in product research time and almost 70% shorter time to market for new products.

Products

An all-time, omnichannel, all-scenario transaction network

Warehouses

Warehousing and delivery networks

Six networks nationwide, global reach

- Fulfillment cost rate reduced to 5.65%.
- During the peak of the 618 Grand Promotion in 2023, over 95% of counties nationwide in China achieved same- and next-day delivery.

A three-networks integrated supply chain system

Technologies

Digitally intelligent network under JD Cloud

Empowering thousands of industries

- Internally supporting JD's trillion-level transactions.
- Externally serving nearly 100 cities, 944 financial institutions, 2,500 large enterprises, and over 2.5 million small and micro-enterprises.

Our Clients

Retail



Automotive



Banks



Operators



Insurance



Transport



Energy



Manufacturing



General



Technological Achievements



Enrolled in China's National Open Innovation Platform for Next Generation AI: The JD-led "Intelligent Supply Chain AI Open Innovation Platform" was recognized as an outstanding project by the Ministry of Science and Technology in 2021.



Application of LLM in embodied AI



Awarded the 2022 Wu Wenjun AI Science and Technology Award, JD was the only enterprise to receive both project and individual awards.



JD Cloud's intelligent inspection robot in a green data center



JD Cloud's Supercomputing Center in Chongqing

- Since its comprehensive technology transformation in 2017, JD.com has accumulatively invested **over RMB 100 billion** in research and development.
- JD operates **70+** data centers and **70** city clouds globally, along with **nearly 100** edge data centers. The company also leads in developing industrial applications and pioneered the ChatRhino (Yanxi) LLM.
- In 2022, JD.com was the only enterprise to receive both project and individual awards at the 2022 "**Wu Wenjun AI Science and Technology Awards**".
- JD's AI Open Platform was enrolled in China's **National Open Innovation Platform for Next Generation Artificial Intelligence**
- The only Asian winner of the **2024 Gartner Power of the Profession Supply Chain Award**
- JD Logistics' independently developed unmanned warehouse scheduling algorithm was **shortlisted for the 2021 Franz Edelman Award final list**, marking the first Chinese entry into the highest award in the global operations research and management science.
- Operating dozens of "Asia No.1" intelligent industrial parks in over 20 provinces nationwide, JD Logistics' Asia No.1 Intelligent Industrial Park in Kunshan is **the world's largest intelligent logistics park with integrated warehousing and sorting capabilities**.

Social Responsibility

Quality Employment

- The **largest scale** campus recruitment for years.
- Invested nearly **RMB 50 billion** in employee benefits.
- Indirectly drive employment opportunities for **25 million** people.



Social Benefits

- Invested **billions of RMB** in public welfare undertakings, such as education, elderly care, culture, medical care, and disaster relief.
- In the first half of 2022, JD.com committed **2 billion yuan** to combat the COVID-19 pandemic, focusing on securing supplies and aiding the resumption of work and production.



Sustainability

- **23** intelligent industrial parks installed distributed photovoltaic power generation systems
- **200,000** circulating green stream boxes have been regularly put into use in **30** cities, with a cumulative total of **20 million** placements.



Rural Revitalization

- “Marching-to-Rich” initiative drove **RMB 1 trillion** in production value from rural areas in three years
- Empower “**Marching-to-Rich**” **villages** and helped millions of farmers boost income



Employee Benefits

Exclusive Benefits

50-billion yuan invested for employee benefits in the past 20 years

10-billion-yuan employee housing fund

JD Youth City will provide nearly 4,000 furnished employee apartments

1.5-billion-yuan in stipends for front-line employees who opt to work during the Chinese New Year

100-million-yuan employee relief fund

Interest-free financial support for **continuing education tuition fees**

JD Youth City

JD's investment in employee housing security has become the largest employee benefit in the industry in recent years.



Supportive Benefits

Child-care center

Kindergarten

Cafetiere

Gym

Shuttle bus

OT free taxi

Other facilities



Protective and Incentive Benefits

Extended maternity leave

Paid sick leave

Extra annual leave

Health care programs

Accident insurance

Length of Service bonus

Consumption coupons

Corporate value rewards



“35711” Vision for the Next Twenty Years

3

Establishing 3 enterprises with over RMB 1 trillion in revenue and RMB 70 billion in net profits

5

Having 5 JD enterprises rank on the Fortune Global 500 list

7

Bringing 7 publicly listed companies that started from zero obtain a market value of RMB 100 billion

1

Contributing RMB 100 billion in taxes

1

Creating over 1 million jobs

THANKS

A thick white curved line that starts from the left edge, dips down, and then rises towards the right edge, creating a wide, shallow arc across the bottom of the slide.