

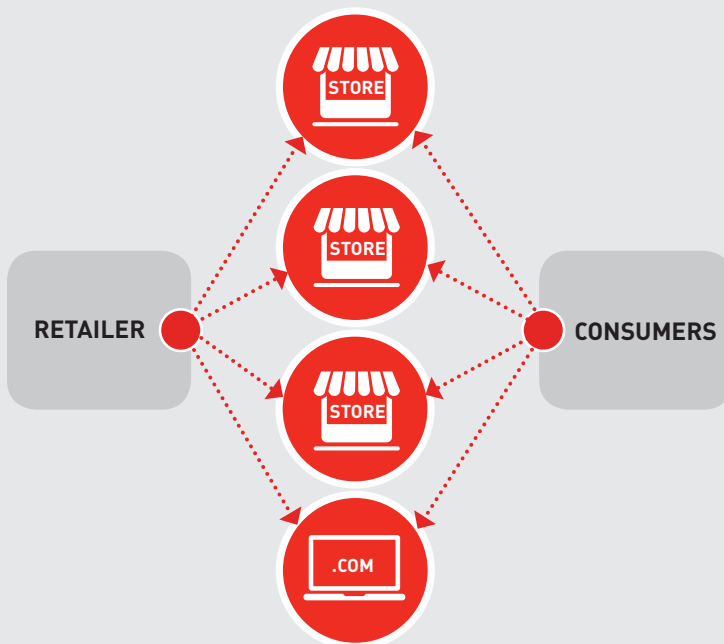


THE FUTURE: BOUNDARYLESS RETAIL

E-commerce is leading the way for the future retail by modernizing supply chains, so consumers can get what they want, where they want it, when they want it - online or offline. JD.com's advanced technology and retail infrastructure enables better demand planning, higher efficiency and more profitability for global commerce.

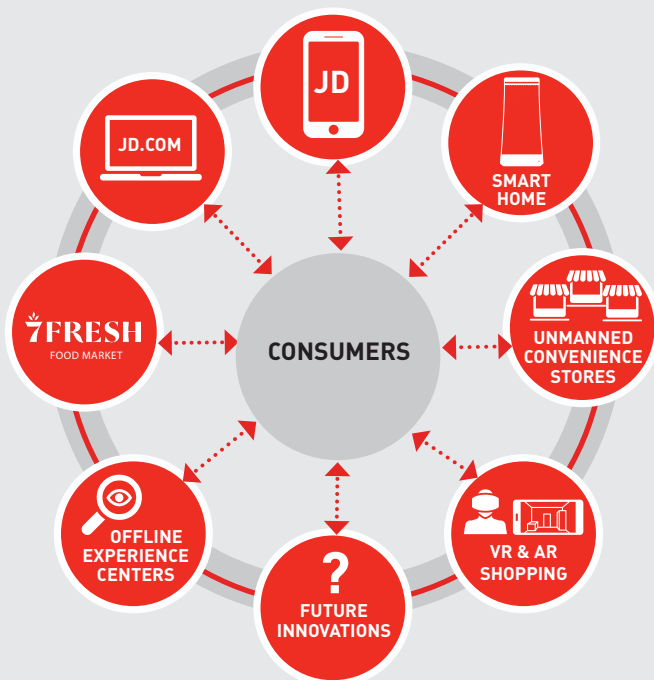
Traditional Model

- Focus on fixed sales channels
- Limited choices for consumers



Boundaryless Retail

- Focus on serving consumers
- Seamless shopping online and/or offline
- Agile, flexible and fully-connected retail network



THE FUTURE OF JD: RETAIL AS A SERVICE

Retail as a Service

The next step in the company's evolution will be to provide JD's retail infrastructure, technology and expertise, as a service. JD will serve not only merchants on its own platform, but other retailers and other industries.

Partners



In-house Logistics

- State-of-the-art collaborative warehouses
- Transportation management
- Nationwide delivery within a day
- Higher fulfilment rates for suppliers than traditional distribution networks



Supply Chain Management

- Inventory replenishment and placement
- Digital B2B procurement
- Accurate demand prediction



Smart Marketing

- Targeted, data-driven marketing and online-offline shopping experiences
- Maximum visibility through strategic partnerships with Tencent, Toutiao, Baidu, Netease, iQiyi and others

Enabling Industry

JD is developing capabilities for AI, big data, robotics, and more - all which can be repurposed and provided as a service to a wide range of industries and initiatives:

- Agriculture
- Food Services
- Manufacturing
- Charity
- Healthcare
- Disaster Relief