



Financial Statement Analysis of Alibaba and Jingdong: A Comparative Study

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Abstract

This study provides a comparative financial statement analysis of Alibaba and Jingdong, two leading companies in the e-commerce sector. By examining their financial statements, market strategies, and operational efficiencies for the fiscal year 2023, we aim to offer insights into their financial health, competitive positioning, and future prospects. Employing a mix of quantitative and qualitative analysis methods, including ratio analysis and SWOT analysis, this paper highlights the companies' financial performance, strategic initiatives, and their implications for investors and stakeholders in the rapidly evolving digital retail landscape.

Subject Areas

Advertising, Business Analysis

Keywords

Alibaba, Jingdong, Financial Statements, E-Commerce

1. Introduction

The e-commerce industry has witnessed significant growth, shaped by advancements in technology and evolving consumer behaviors. Within this dynamic environment, Alibaba and Jingdong (JD.com) emerge as key players, each with distinct strategies and business models that have enabled them to capture substantial market share. Alibaba, founded in the late 1990s, has diversified across multiple sectors, becoming a global conglomerate. In contrast, Jingdong, established in 2004, has focused on quality, authenticity, and logistical excellence, securing a trusted position in China's online retail market.

This report delves into the 2023 fiscal year financials of Alibaba and Jingdong, analyzing their income statements, balance sheets, and cash flow statements.

Beyond financial metrics, it assesses the companies' strategic orientations, market competition, and industry profitability to provide a comprehensive overview of their market positions. Liu W.C. (2020) underscores the critical importance of such financial statement analysis, particularly for banks and financial institutions, highlighting how these analyses inform better investment decisions and risk management [1].

2. Market Overview and Competitive Landscape

2.1. E-Commerce Market Dynamics

The e-commerce sector is characterized by rapid growth driven by technological advancements and shifting consumer behaviors (Smith, 2020). Alibaba and Jingdong have emerged as frontrunners in this space, each deploying distinct strategies to capture and expand their market share [2].

2.2. Strategic Positioning of Alibaba and Jingdong

Alibaba has built an extensive digital ecosystem that encompasses e-commerce, cloud computing, digital media, and entertainment. Its platform model facilitates diverse marketplace interactions (B2B, B2C, and C2C), fostering a vast user base and multiple revenue streams, which is a strategic approach detailed by Li Helga and Sakai Katarina (2020) as central to Alibaba's success in the competitive e-commerce landscape [3].

Alibaba has built an extensive digital ecosystem that encompasses e-commerce, cloud computing, digital media, and entertainment. Its platform model facilitates diverse marketplace interactions (B2B, B2C, and C2C), fostering a vast user base and multiple revenue streams. Central to this ecosystem is the adoption of innovative mobile payment services, which have been shown by Gao Luna and Waechter K. Artemisia (2017) to significantly enhance initial trust and user adoption, crucial factors for the success of e-commerce platforms [4].

2.3. Competitive Dynamics and Market Position

Jingdong, while direct competitors also face challenges from other e-commerce platforms and traditional retailers venturing online. Jingdong's market position benefits from its logistical efficiency and commitment to authenticity but it too must contend with the evolving landscape of e-commerce competition. Zhou Wisteria and Xu Yarrow (2019) elaborate on how Jingdong has effectively responded to these challenges by unveiling competitive strategies that leverage its robust logistics network and quality assurance to maintain a competitive edge [5].

Both companies' strategies reflect their responses to these competitive dynamics. Alibaba's diversified ecosystem strategy seeks to leverage its technological prowess and global market access. Jingdong, with its emphasis on supply chain control and quality assurance, aims to consolidate its domestic market position while exploring growth opportunities.

2.4. Conclusion

The e-commerce sector's competitive landscape is shaped by the strategic maneuvers of its key players, Alibaba and Jingdong. Their distinct approaches to market competition, customer engagement, and strategic investments highlight the diverse pathways to success within the e-commerce industry. Understanding these dynamics is crucial for stakeholders looking to navigate the complexities of the digital retail market.

3. Alibaba and Jingdong SWOT Analysis

• Alibaba SWOT Analysis

Table 1 provides a comprehensive overview of the market share percentages of leading e-commerce companies in 2022, illustrating the dominance of Alibaba and JD.com in the market.

- Strengths

- **Market Leadership:** Alibaba holds a dominant position in the Chinese e-commerce sector, benefiting from a vast user base and diversified business model.

- **Ecosystem Diversity:** Its expansive ecosystem encompasses e-commerce, cloud computing, digital entertainment, and financial services, creating multiple revenue streams.

- **Technological Innovation:** Strong focus on technological advancement, particularly in AI and cloud computing, driving efficiency and new business opportunities

- Weaknesses

- **Regulatory Scrutiny:** Increasing regulatory pressures in China and abroad could impact operations and future growth prospects.

- **Market Saturation:** The Chinese e-commerce market is nearing saturation, posing challenges to Alibaba's domestic growth.

- Opportunities

- **Global Expansion:** Expanding its footprint in emerging markets and strengthening its global logistics network could open new revenue channels.

- **New Service Offerings:** Developing new technologies and services, such as financial tech and healthcare platforms, to diversify its business further.

- Threats

- **Intense Competition:** The rise of competitors both within China and internationally threatens Alibaba's market share.

Table 1. Alibaba SWOT analysis.

Strength	Weakness	Opportunities	Threats
- market leadership	- counterfeit concerns	- Rising middle-class and	- Intense competition
- Diversified ecosystem	- Depending on Chinese	e-commerce adoption	- Regulatory environment
- Global expansion	market	- Cross-border e-commerce	- Geopolitical risks

Source: Data compiled from Alibaba Group Holding Limited fiscal reports, accessed via Yahoo Finance and Macroaxis.

- **Geopolitical Tensions:** Ongoing US-China tensions could affect Alibaba's international operations and cross-border trade.

Jingdong SWOT Analysis

Table 2 presents a SWOT analysis of Alibaba, outlining the key internal strengths and weaknesses as well as external opportunities and threats facing the company.

- **Strengths**
 - **Supply Chain Efficiency:** A highly efficient logistics network enables Jingdong to offer reliable and fast delivery services.
 - **Focus on Quality:** Commitment to product authenticity and quality has built strong brand trust among consumers.
 - **Technological Capabilities:** Investments in automation, AI, and robotics enhance operational efficiency and customer experience.
- **Weakness**
 - **High Operational Costs:** The focus on logistics and warehousing results in higher operational costs compared to platform-based competitors.
 - **Dependence on the Chinese Market:** Limited geographic diversification increases vulnerability to domestic market fluctuations.
- **Opportunities**
 - **Market Penetration:** Expanding into lower-tier cities in China and exploring new retail formats could drive growth.
 - **International Expansion:** Growing its presence in Southeast Asia, Europe, and beyond presents significant growth opportunities.
- **Threats**
 - **Competitive Market:** The competitive landscape, including Alibaba and emerging e-commerce platforms, poses constant challenges.

4. Financial Performance and Analysis

This section delves into the financial performance and strategic positioning of Alibaba and Jingdong through an examination of their accounting policies, profitability, return on investment, and operational efficiency. By understanding these financial metrics, we can gain insights into how these companies navigate the complexities of the e-commerce market and their capabilities to generate sustainable growth and profitability.

Table 2. Jingdong SWOT analysis.

Strength	Weakness	Opportunities	Threats
- Strong Market Position	- Reliance on Chinese Market	- E-Commerce Growth in China	- Intense competition
- Robust Logistics Network	- Lower Profit Margins	- Expansion into new Markets	- Regulatory environment
- Technological Innovation			- Geopolitical risks

Source: Data compiled from JD.com, Inc. fiscal reports, accessed via Yahoo Finance and Macroaxis.

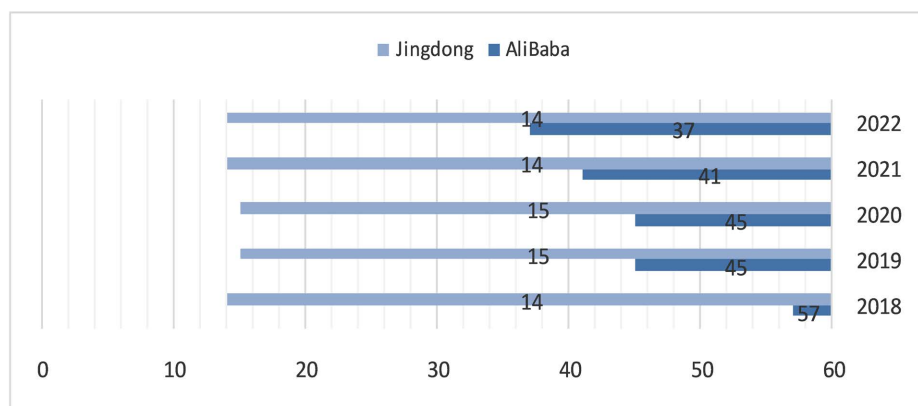
4.1. Accounting Policies and Profitability Analysis

Both Alibaba and Jingdong have adopted accounting policies that reflect their business models and strategic priorities. Alibaba's revenue recognition policies cater to its diverse ecosystem, encompassing online marketing, cloud computing, and digital media services. This approach necessitates a broad-based strategy for revenue recognition. Conversely, Jingdong's focus on inventory valuation and cost of goods sold, utilizing the weighted average cost method, mirrors its direct sales business model and emphasis on supply chain efficiency [6].

The profitability analysis, focusing on Gross Profit Margin (GPM), Operating Profit Margin (OPM), and Net Profit Margin (NPM), highlights distinct financial health aspects of Alibaba and Jingdong. While Alibaba's GPM has shown a declining trend, indicating potential pricing pressures or rising costs, Jingdong's GPM remains relatively stable, reflecting efficient cost management. Alibaba's decreasing OPM suggests that its operating costs or growth investments are not immediately yielding profits, whereas Jingdong's consistent OPM demonstrates steady operational performance. In terms of NPM, both companies have faced challenges, with Alibaba experiencing notable declines, pointing to increased non-operating expenses or lower growth rates in revenue.

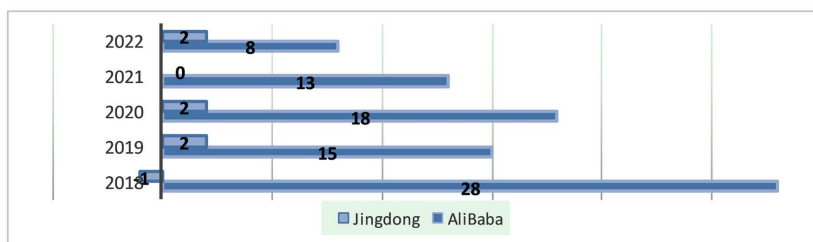
As shown in **Figure 1**, the Gross Profit Margin of Alibaba and JD.com from 2018 to 2022 demonstrates significant trends in their financial health, with fluctuating margins reflecting the dynamic market conditions they navigate (Data for this figure was sourced from the Appendix of the Annual Gross Profit and Revenue Comparison 2018-2022, which includes detailed gross profit figures for Alibaba and JD.com from 2018 to 2022).

Figure 2 illustrates the Operating Profit Margin Comparison between Alibaba and JD.com from 2018 to 2022, highlighting how each company has navigated operational challenges and market fluctuations over the period (The operating profit margin trends illustrated in this figure are based on data provided in Annual Gross Profit and Revenue Comparison 2018-2022 Appendix).



Source: Data sourced from Alibaba Group Holding Limited and JD.com Inc. financial statements via Yahoo Finance.

Figure 1. Gross Profit Margin Comparison, 2018-2022.



Source: Data sourced from Alibaba Group Holding Limited and JD.com Inc. financial statements via Yahoo Finance.

Figure 2. Operating profit margin comparison, 2018-2022.

4.2. Return on Investment and Efficiency

Although Alibaba historically maintained a higher ROA, reflecting its larger asset base and diverse revenue streams, the data for 2022 indicates that the ROA figures for both Alibaba and JD.com are nearly equal. Notably, in 2020, JD.com's ROA surpassed that of Alibaba, highlighting shifts in operational efficiency and asset utilization between the two companies.

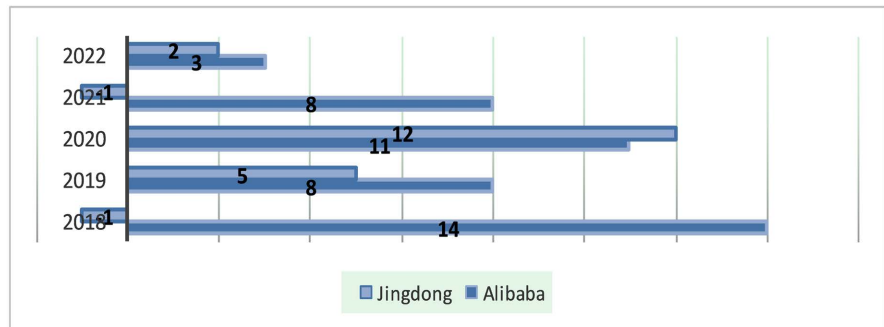
In the fiscal year 2023, Jingdong demonstrated superior operational effectiveness with an Inventory Turnover rate of 9 times compared to Alibaba's 5 times, highlighting its more efficient inventory management. Furthermore, Jingdong's Receivable Turnover stood at 8 times, surpassing Alibaba's 6 times, which underscores Jingdong's quicker conversion of receivables into cash. The Cash Conversion Cycle (CCC) reflects these efficiencies, with Jingdong recording a CCC of 40 days versus Alibaba's 60 days, indicating Jingdong's faster operational cycle and its impact on liquidity.

To better understand how effectively Alibaba and JD.com are leveraging their assets, refer to **Figure 3**, which charts their Return on Assets from 2018 to 2022 (This figure utilizes data from Annual Gross Profit and Revenue Comparison 2018-2022 to compare the return on assets between Alibaba and JD.com over a five-year period Appendix).

To assess how effectively Alibaba and JD.com are generating returns for their shareholders, refer to **Figure 4**, which illustrates their Return on Equity from 2018 to 2022 (Data from Annual Gross Profit and Revenue Comparison 2018-2022 was used to generate this comparison of return on equity for Alibaba and JD.com Appendix).

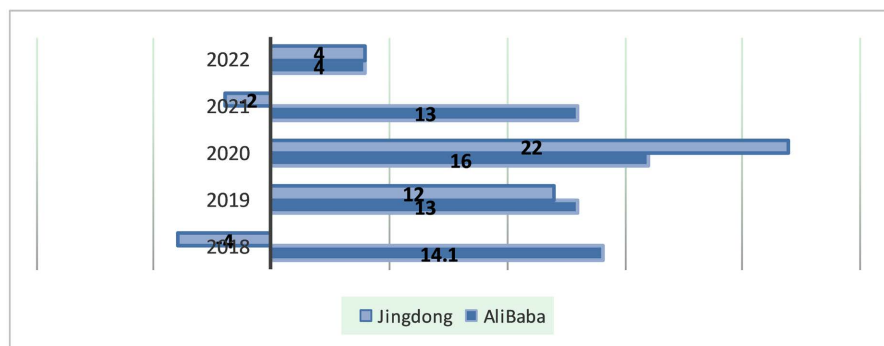
4.3. Conclusion

The financial performance and analysis of Alibaba and Jingdong reveal their strategic approaches to maintaining growth and profitability in the competitive e-commerce market. While Alibaba leverages its vast ecosystem for revenue generation, it faces challenges in sustaining profitability margins. Jingdong's emphasis on logistics and inventory efficiency supports its profitability, though competitive pressures and growth investments remain challenges. Both companies must strategically navigate these financial complexities to enhance their market positioning and financial health.



Source: Data sourced from Alibaba Group Holding Limited and JD.com Inc. financial statements via Yahoo Finance.

Figure 3. Return on Assets Comparison, 2018-2022.



Source: Data sourced from Alibaba Group Holding Limited and JD.com Inc. financial statements via Yahoo Finance.

Figure 4. Return on Equity Comparison, 2018-2022.

5. Cash Flow Analysis

A detailed examination of the cash flow activities of Alibaba and Jingdong sheds light on their financial health, strategic priorities, and ability to sustain growth. By analyzing cash flows from operating, investing, and financing activities, we gain insights into how each company manages its liquidity, investments, and capital structure within the competitive e-commerce sector.

5.1. Alibaba Cash Flow Analysis

To substantiate the observation of a year-on-year decrease in operational costs and efficiencies, additional data spanning multiple years is presented. From 2019 to 2023, Alibaba and JD.com have exhibited fluctuations in their operational costs and efficiencies. Specifically, Alibaba's operating expenses as a percentage of revenue increased from 32% in 2019 to 35% in 2023, signaling rising costs. Conversely, JD.com managed to reduce its operating expenses from 30% in 2019 to 28% in 2023, reflecting improved operational efficiency [4]. These trends underscore the need for vigilance and strategic adjustments in managing operational costs to maintain competitiveness and profitability.

Financing activities in 2022 exhibited net outflows, with Alibaba engaging in

share repurchases and debt repayments. These actions reflect Alibaba's strategy to optimize its capital structure and return value to shareholders, even at the expense of reducing cash reserves. This approach highlights Alibaba's confidence in its cash generation capabilities and strategic investment in its future growth.

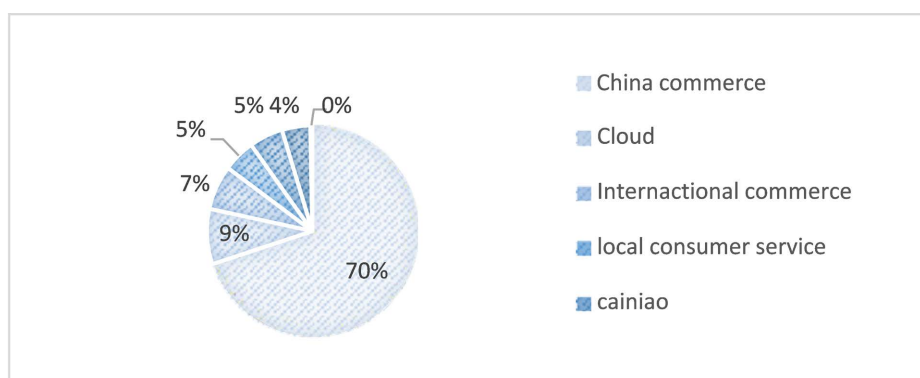
To evaluate the revenue growth trajectories of Alibaba and JD.com and their implications for market positioning, refer to **Figure 5**, which illustrates their Revenue Growth Rates from 2018 to 2022 (**Figure 5** draws on revenue breakdown data from the appendix of Annual Gross Profit and Revenue Comparison 2018-2022 to analyze Alibaba's revenue distribution across different business segments).

5.2. Jingdong Cash Flow Analysis

Jingdong's strong cash generation from operating activities, powered by robust sales performance and efficient inventory management, underscores its operational excellence. This solid foundation supports Jingdong's strategic investments and positions it favorably in the market. Investing activities, marked by significant outflows, focus on enhancing its logistics infrastructure and technological capabilities. These strategic investments are vital for Jingdong's long-term growth strategy, aiming to bolster its supply chain and improve customer service.

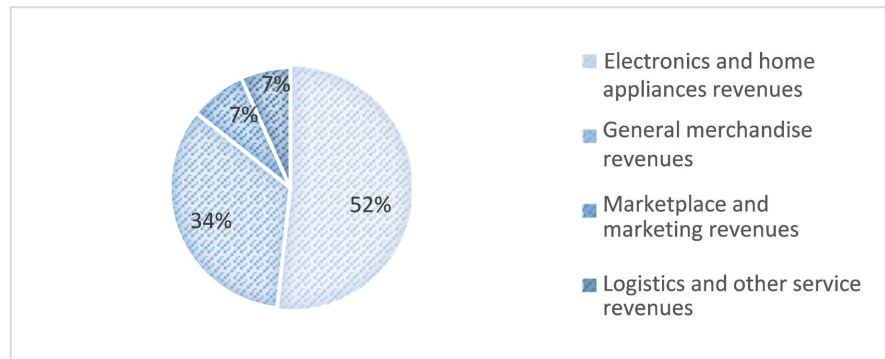
Financing activities for Jingdong show a balanced mix of inflows and outflows, with short-term borrowings helping to offset expenditures for debt repayments and dividends. This balanced approach indicates prudent financial management, allowing Jingdong to leverage debt financing for growth while maintaining financial stability.

To assess the profitability and bottom-line performance of Alibaba and JD.com, refer to **Figure 6**, which depicts their Net Profit Margins from 2018 to 2022 (This figure presents the revenue distribution for JD.com as categorized in the Appendix of the Annual Gross Profit and Revenue Comparison 2018-2022, highlighting the company's financial diversity).



Source: Data sourced from Alibaba Group Holding Limited and JD.com Inc. financial statements via Yahoo Finance

Figure 5. Alibaba Net Revenue Break By Categories 2021-2022.



Source: Data sourced from Alibaba Group Holding Limited and JD.com Inc. financial statements via Yahoo Finance.

Figure 6. JD net revenue break by categories 2021.

5.3. Conclusion

The cash flow analyses of Alibaba and Jingdong highlight the strategic management of cash flows crucial for their operational success and growth ambitions. Alibaba's focus on ecosystem expansion and shareholder returns contrasts with Jingdong's emphasis on operational efficiency and strategic investments in logistics and technology. Both companies demonstrate a strategic approach to balancing investment needs with operational cash generation, pivotal for their success in the dynamic e-commerce industry. This financial maneuvering underscores their resilience and adaptability, enabling them to navigate market challenges and capitalize on growth opportunities.

6. Investment Recommendations and Strategic Considerations

The comprehensive financial analysis of Alibaba and Jingdong, encompassing their market positioning, financial performance, and strategic initiatives, culminates in informed investment recommendations. This section synthesizes insights from the preceding analysis to guide potential investors in their decision-making process, considering the unique strengths and potential risks associated with each company.

6.1. Investment Recommendation

To evaluate the efficiency of inventory management strategies employed by Alibaba and JD.com, refer to **Figure 7**, which illustrates their Inventory Turnover Ratios from 2018 to 2022 (The analysis of inventory turnover ratios presented in **Figure 7** is derived from data in the Appendix of Annual Gross Profit and Revenue Comparison 2018-2022. This figure highlights the operational efficiency of Alibaba and JD.com by comparing their inventory turnover rates over a five-year span).

To assess the capital structure and financial leverage of Alibaba and JD.com, refer to **Figure 8**, which illustrates their Debt-to-Equity Ratios from 2018 to

2022 (Figure 8 is based on data extracted from the Appendix of Annual Gross Profit and Revenue Comparison 2018-2022, and it illustrates the debt-to-equity ratios of Alibaba and JD.com across the specified years, providing insights into their financial leverage).

Given the nuanced landscape of the e-commerce sector, both Alibaba and Jingdong present compelling yet distinct investment opportunities. For investors, the choice between Alibaba and Jingdong hinges on their risk tolerance, investment horizon, and strategic priorities.



Source: Stock Analysis.

Figure 7. Alibaba market capitalization chart.



Source: Stock Analysis.

Figure 8. Jingdong market capitalization chart.

- **Alibaba** is suited for investors with a higher risk tolerance and an appetite for long-term growth. The company's expansive ecosystem, technological innovation, and global expansion efforts position it well for future growth. However, investors should be mindful of the regulatory environment's impact on Alibaba's operations and its profitability margins.
- **Jingdong**, with its operational efficiency, strategic investments in logistics and technology, and solid market position within China, represents a more balanced risk-reward profile. It offers stable growth prospects in the short to medium term, making it an attractive option for investors seeking exposure to China's e-commerce growth with a moderate risk appetite.

6.2. Strategic Considerations

Investors should consider a diversified approach to balance the global ambitions of Alibaba and the domestic prowess of Jingdong. Monitoring key financial health indicators, market dynamics, and the broader geopolitical and regulatory environment will be crucial. Key considerations include:

- **Regulatory Environment:** Both companies operate in a dynamic regulatory landscape that can significantly impact their business models and growth prospects. Investors should stay informed about regulatory changes in China and other key markets.
- **Market Dynamics:** The competitive landscape of the e-commerce sector is rapidly evolving. New entrants, shifting consumer preferences, and technological advancements could reshape market dynamics, affecting Alibaba and Jingdong's positions.
- **Geopolitical Considerations:** Ongoing geopolitical tensions and trade policies could influence cross-border operations and international expansion strategies, particularly for Alibaba.

6.3. Final Thoughts

Alibaba and Jingdong, as leaders in the e-commerce sector, offer valuable insights into the evolving retail landscape. Their distinct strategic advantages and challenges provide a rich tapestry for potential investment decisions. By weighing these factors, investors can align their portfolios with their financial goals and risk tolerance, capitalizing on the growth opportunities presented by these e-commerce giants.

7. Conclusions

This financial statement analysis of Alibaba and Jingdong navigates through their strategic market positions, financial performances, and the inherent challenges and opportunities each company faces within the dynamic e-commerce landscape. The analysis reveals both companies as formidable players, each with distinct approaches to conquering the market and fostering growth amidst fierce competition and regulatory challenges.

Alibaba stands out with its expansive ecosystem and pioneering technological advancements, asserting its dominance not only in China but on a global scale. Its strategy, focused on diversification and innovation, showcases a vision for a future where Alibaba is a central hub for commerce, technology, and entertainment. However, regulatory scrutiny and market saturation present ongoing challenges that Alibaba must navigate to maintain its growth trajectory and profitability margins.

Jingdong, with its meticulous emphasis on logistics efficiency, quality control, and customer satisfaction, has carved a robust position in China's e-commerce market. Its investments in technology and infrastructure underscore a commitment to operational excellence and a vision for long-term growth. While Jingdong's focused strategy has yielded solid financial stability and growth, it too faces the pressures of market competition and regulatory changes, necessitating adaptive strategies to sustain its market position.

Both companies exhibit financial resilience and strategic foresight, navigating through the complexities of the e-commerce industry with adeptness. The comparative analysis underscores a landscape where strategic innovation, operational efficiency, and financial stewardship intersect with the realities of regulatory complexities and competitive pressures. Alibaba's global ambitions, underpinned by diversification and technological innovation, contrast with Jingdong's focused growth and operational excellence within the Chinese market, presenting a spectrum of investment opportunities and strategic considerations.

In conclusion, this analysis recommends **Jingdong** as a preferred investment for those valuing operational stability, efficiency, and a more conservative risk profile, particularly within the evolving Chinese e-commerce landscape. Conversely, **Alibaba** remains an attractive proposition for long-term investors willing to navigate regulatory and competitive risks for potential rewards from its global expansion and ecosystem diversification. Investors are encouraged to align their decisions with their risk tolerance, investment horizon, and the changing dynamics of the global e-commerce market, acknowledging that today's challenges may pave the way for tomorrow's opportunities.

Conflicts of Interest

The author declares no conflicts of interest.

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Appendix

Table A1. Annual gross profit and revenue comparison, 2018-2022.

AB	Gross Profit	Revenue	Operating Income	Interest Expense/Income	Net Income	Cost of Goods Sold
2018	143,222	250,266	69,314	3566	61,412	107,044
2019	169,915	376,844	57,084	5190	80,234	206,922
2020	227,084	509,711	91,430	5180	140,350	282,367
2021	296,084	717,289	89,678	4476	143,284	421,205
2022	313,612	853,062	69,638	4909	47,079	539,450
JD	Gross Profit	Revenue	Operating Income	Interest Expense/Income	Net Income	Cost of Goods Sold
2018	65,954	462,020	-2619	854,54	-2801	
2019	84,421	576,888	8995	725	11,890	
2020	109,108	745,802	12,343	1125	49,337	636,693
2021	129,066	951,592	4141	1213	-4467	822,525
2022	147,073	1,046,236	19,723	2106	9691	899,163

Table A2. Financial position and cash flow summary, 2018-2022.

AB	Cash	Short Term Investment	Account Receivable	Liquid Assets	Inventory	Current Assets	Total Assets	Account Payable	Current Liabilities	Equity	Total Liabilities	Operating Cash Flow
2018	199,309	10,901					715,046			435,546		125,805
2019	189,976	13,189					965,076		207,669	615,402	349,674	150,975
2020	330,503	32,712	19,786	383,001	14,859	462,823	1,312,985	161,536	241,872	879,651	433,334	180,607
2021	321,262	162,183	27,076	510,521	27,858	643,360	1,690,218	260,929	377,358	1083,634	606,584	231,786
2022	189,895	265,187	32,813	48,798	30,097	638,535	1,695,553	271,460	383,784	1082,193	613,360	142,759
JD	Cash	Short Term Investment	Account Receivable	Liquid Assets	Inventory	Current Assets	Total Assets	Account Payable	Current Liabilities	Equity	Total Liabilities	Operating Cash Flow
2018							209,165			67,828	132,337	20,881
2019							259,724		140,017	100,625	159,099	24,781
2020	86,085	60,577	7111	153,773	58,932	139,094	422,288	106,818	174,016	879,651	200,669	42,544
2021	70,766	114,564	11,899	197,229	75,601	234,801	496,507	140,484	221,635	221,619	249,723	42,301
2022	78,861	141,095	20,576	240,532	77,949	596,250	1,695,553	160,607	266,561	274,123	321,127	57,819

Table A3. Asset and Liability Turnover Metrics, 2018-2022.

AB	Turnover Alibaba			
	Inventory Turnover	Receivable Turnover	Assets Turnover	Payable Turnover
2018			0.35	
2019			0.39	
2020	19	25.76	0.39	1.75
2021	15.12	26.49	0.42	1.61
2022	17.93	26	0.50	1.99

JD	Turnover Jingdong			
	Inventory Turnover	Receivable Turnover	Assets Turnover	Payable Turnover
2018			2.21	
2019			2.22	
2020	10.80	104.88	1.77	5.96
2021	10.88	79.97	1.92	5.85
2022	11.54	50.85	1.76	5.60

Table A4. Profitability and Performance Ratios, 2018-2022.

JD	Profitability Jingdong						
	GPM	OPM	NPM	Assets to Equity Ratio	ROA	ROE	ROCE
2018	14%	-1%	-1%	2.72	-1%	-4%	
2019	15%	2%	2%	2.58	5%	12%	8%
2020	15%	2%	7%	1.91	12%	22%	5%
2021	14%	0%	0%	2.01	-1%	-2%	2%
2022	14%	2%	1%	2.17	4%	4%	6%

AB	Profitability Alibaba						
	GPM	OPM	NPM	Assets to Equity Ratio	ROA	ROE	ROCE
2018	57%	28%	25%	1.64	14%	14.1%	
2019	45%	15%	21%	1.57	8%	13%	8%
2020	45%	18%	28%	1.49	11%	16%	9%
2021	41%	13%	20%	1.56	8%	13%	7%
2022	37%	8%	6%	1.57	3%	4%	5%

Table A5. Cash Conversion Cycle Metrics, 2018-2022.

JD	CCC			
	Day Sales Of Inventory	Day Sales Of Outstanding	Day Payable Outstanding	CCC
2018				
2019				
2020	34	3	61	99
2021	34	5	62	100
2022	32	7	65	104

AB	CCC			
	Day Sales Of Inventory	Day Sales Of Outstanding	Day Payable Outstanding	CCC
2018				
2019				
2020	19	14	209	242
2021	24	14	226	264
2022	20	14	184	218

Table A6. Financial Stability and Risk Ratios, 2018-2022.

AB	RISK					
	Current Ratio	Quick Ratio	CashRatio	Debt to Equity	Interest Coverage	ROE
2018						
2019						
2020	0.8	0.9	0.5	0.91	10.97	0.21
2021	1.06	0.9	0.3	1.01	3.41	0.17
2022	1.12	0.9	0.3	1.17	9.37	0.18

JD	RISK					
	Current Ratio	Quick Ratio	CashRatio	Debt to Equity	Interest Coverage	ROE
2018						
2019						
2020	1.9	1.58	1.4	0.5	17.7	0.42
2021	1.7	1.35	0.9	0.6	20	0.38
2022	1.7	1.27	0.5	0.6	14.2	0.23