Financial and Investment Perspectives

Maggie WU, CFO and Head of Strategic Investments, Alibaba Group
01 Financial Review
02 Value to Customers
03 Investing for the Future
04 Valuation
01 Financial Review
02 Value to Customers
03 Investing for the Future
04 Valuation
Unrivalled User Scale & Reach

Alibaba Annual Active Consumers

1,001 Mn AAC\(^{(1)}\)

807 Mn AAC\(^{(2)}\)

742 Mn AAC\(^{(1)}\)

Notes:
1. AAC on China retail marketplaces on the last twelve months ("LTM") ended June 2020.
Robust Revenue Growth

Total Revenue LTM YoY Growth Rate: 34%

Revenue (RMB Bn):
- Total Revenue: 549
- Core Commerce: 470
- New Retail and Direct Sales (2): 100
- Cloud Computing: 45
- Cainiao: 25

Notes:
1. For the last twelve months ended June 2020.
2. Represents "Others" revenue under China commerce retail business which comprises mainly Freshippo, Tmall Supermarket, direct import and others.
Strong Profit and Cash Flow Generation

Total Adjusted EBITA (RMB Bn)(1)

<table>
<thead>
<tr>
<th></th>
<th>LTM Ended</th>
<th>Jun 2019</th>
<th>Jun 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019</td>
<td>115</td>
<td></td>
<td>148</td>
</tr>
<tr>
<td>Change</td>
<td>29%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Total Non-GAAP Free Cash Flow (RMB Bn)(1)

<table>
<thead>
<tr>
<th></th>
<th>LTM Ended</th>
<th>Jun 2019</th>
<th>Jun 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019</td>
<td>141</td>
<td>104</td>
<td></td>
</tr>
<tr>
<td>Change</td>
<td>35%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Note:
1. Please refer to our annual report on Form 20-F for the definition of non-GAAP measures.
Robust Growth Outperforming Global Peers

YoY Revenue Growth for LTM Ended June 2020

- Alibaba: 33.5%
- Amazon: 27.7%
- Tencent: 25.4%
- Facebook: 20.1%
- Microsoft: 13.6%
- Google: 12.0%

YoY Profit Growth for LTM Ended June 2020

- Alibaba: 35.2%
- Facebook: 37.8%
- Tencent: 28.2%
- Microsoft: 12.8%
- Amazon: 9.0%
- Google: -9.2%

Notes:
1. The profit growth is calculated based on Non-GAAP net income for Alibaba and Tencent, and GAAP net income for Facebook, Microsoft, Amazon and Google. The measures are not directly comparable and are for illustrative purposes only.
2. Facebook net profit would have grown 7% YoY during LTM ended June 2020, if excluding US$5 Bn legal expenses recognized in the LTM ended June 2019.
Value to Customers

1. To Consumers
2. To Businesses
Helping to Drive China Consumption Growth

Alibaba Digital Economy GMV for LTM Ended June 2020

RMB7.3 Tn

Alibaba Share of Retail Sales in China

RMB30 Tn

RMB39 Tn

Notes:
1. Alibaba Digital Economy GMV mainly included GMV transacted through our China retail marketplaces, as well as GMV transacted through our international retail marketplaces and local consumer services.
3. Alibaba China retail marketplaces GMV divided by China retail sales in 2015, according to NBS.
4. Alibaba Digital Economy GMV (excl. international retail and entertainment) divided by China retail sales for LTM ended June 2020, according to NBS.
Broad Penetration of Chinese Consumers

Chinese Consumers

- 1.4 Bn Total Population\(^{(1)}\)
- 1.2 Bn Addressable\(^{(2)}\) Consumers
- 742 Mn AAC\(^{(3)}\)

Alibaba China Retail Marketplaces AAC Penetration\(^{(4)}\)

- ~90% Developed areas
- ~45% Less-developed areas

Notes:
2. Estimated based on NBS figure, excluding population with age <10 and >80.
3. AAC on China retail marketplaces for LTM ended June 2020.
4. We estimated our penetration rate based on 1.4 Bn total population, for LTM ended June 2020.
Wide Coverage, High Retention and Deep Wallet Share

### Average Consumer Spending

- **Average Consumer Annual Spending on China Retail Marketplaces:** ~RMB9,000

### High-Spending Consumers

- **High-Spending Consumers** consist of consumers who spent more than RMB7,000 on our China retail marketplaces during LTM ended June 2020. According to the Income Survey in June 2020 conducted by Beijing Normal University, there are 230 million people in China with more than RMB36,000 in annual disposable income. Assuming an online retail penetration rate of 20-25% in 2019, based on NBS data, we estimate that this group of people would spend more than RMB7,000 per year online.

- **Retention:** 98%

- **Number:** 190 Mn

### Moderate and Low-Spending Consumers

- **Moderate and Low-Spending Consumers** consist of consumers who spent less than RMB2,000 on our China retail marketplaces in LTM ended June 2019 and continued to spend on our China retail marketplaces in LTM ended June 2020.

- **Retention:** 67%

- **Number:** 550 Mn

### Notes:

1. Average consumer annual spending on China retail marketplaces.
2. High-spending consumers consist of consumers who spent more than RMB7,000 on our China retail marketplaces during LTM ended June 2020. According to the Income Survey in June 2020 conducted by Beijing Normal University, there are 230 million people in China with more than RMB36,000 in annual disposable income. Assuming an online retail penetration rate of 20-25% in 2019, based on NBS data, we estimate that this group of people would spend more than RMB7,000 per year online.
3. Consumers who spent more than RMB7,000 on our China retail marketplaces in LTM ended June 2019 and continued to spend on our China retail marketplaces in LTM ended June 2020.
4. Consumers who spent less than RMB2,000 on our China retail marketplaces in LTM ended June 2019 and continued to spend on our China retail marketplaces in LTM ended June 2020.
5. Consumers who spent more than RMB2,000 and less than RMB7,000 on our China retail marketplaces in LTM ended June 2019 and continued to spend on our China retail marketplaces in LTM ended June 2020.
Consumer Cohort Growing Over Time

Spending of Average Consumers Would Grow To ~ RMB10 K in Five Years

<table>
<thead>
<tr>
<th>Year</th>
<th>Avg. Annual No. of Orders</th>
<th>Avg. Annual No. of Categories Purchased</th>
<th>Avg. Annual Spending Per Consumer</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>30</td>
<td>7</td>
<td>RMB ~2.5K</td>
</tr>
<tr>
<td>2</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5</td>
<td></td>
<td></td>
<td>93</td>
</tr>
</tbody>
</table>

RMB ~10K
Alibaba Digital Economy Synergy Ensures Increased User Engagement

Consumers’ Active Days per Month

- Users on One Platform\(^{(1)}\): 10 days
- Users on Five Platforms\(^{(1)}\): 27 days

Stickier

- 88VIP Members
  - 9x More Spending than Overall User\(^{(2)}\)
  - 3x More Categories than Overall User\(^{(2)}\)

Notes:
1. For the month of June 2020.
2. For LTM ended June 2020.
02 Value to Customers

1. To Consumers
2. To Businesses
## Value Creation - Merchants’ P&L

### Illustrative P&L

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount (Mn)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>100</td>
</tr>
<tr>
<td>Costs of Inventory &amp; Logistics</td>
<td>(55)</td>
</tr>
<tr>
<td>Distribution Costs</td>
<td>(20)</td>
</tr>
<tr>
<td>Branding &amp; Marketing Expenses</td>
<td>(10)</td>
</tr>
<tr>
<td>RD &amp; IT Expenses</td>
<td>(2)</td>
</tr>
<tr>
<td>Other Operating Expenses</td>
<td>(7)</td>
</tr>
<tr>
<td>Financing Costs</td>
<td>(2)</td>
</tr>
<tr>
<td>Profit Before Tax</td>
<td>4</td>
</tr>
</tbody>
</table>

**Notes:**
1. Number of paying merchants & enterprises for the LTM ended June 2020.
2. Includes companies listed on the Shanghai Stock Exchange, Shenzhen Stock Exchange and Nasdaq that used more than one of the digital solutions we offer as of June 2020.

**-3.9 Mn**
Paying Merchants on China retail marketplaces

**3 Mn+**
Alibaba Cloud Paying Enterprises

**60%**
Companies Listed in China
Enabled by our Multiple Digital Solutions
Expanded Value Proposition Drives Monetization

Our Take

<table>
<thead>
<tr>
<th></th>
<th>Jun Qtr 2014</th>
<th>Jun Qtr 2017</th>
<th>Jun Qtr 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>CMR + Commission</td>
<td>2.5%&lt;sup&gt;(1)&lt;/sup&gt;</td>
<td>3.3%&lt;sup&gt;(1)&lt;/sup&gt;</td>
<td>4.5%&lt;sup&gt;(2)&lt;/sup&gt;</td>
</tr>
<tr>
<td>CMR + Commission</td>
<td>4.0%&lt;sup&gt;(1)&lt;/sup&gt;</td>
<td>0.5% Others</td>
<td>4.5% exclude CMR+ Commission</td>
</tr>
</tbody>
</table>

Notes:

1. Take rate for customer management revenue ("CMR") and commission is the sum of CMR and commission divided by China retail marketplace GMV.
2. Overall take rate for June Quarter 2020 of 4.5% is the sum of CMR, commission, Cainiao domestic revenue and local consumer services revenue, divided by Alibaba Digital Economy GMV (excl. GMV from New Retail, international retail and entertainment).

Broader Value Proposition

- Digital Marketing
- Branding
- Consumer Retention
- Consumer Acquisition
- Channel Management
- Product Development
- Financial Services
- Logistics & Supply Chain Management
- Cloud Intelligence + Data Technology

Merchant’s Sales - GMV

Ali Baba Business Operating System (ABOS)
Multi-Engine Growth Driver

Revenue in FY2015

- 77% CMR + Commission\(^{(1)}\)

Revenue for LTM Ended June 2020

- 47% CMR + Commission\(^{(1)}\)

Note:
1. CMR + Commission in China retail commerce as % of total revenue.
Notes:
1. The new formats in CMR mainly include recommendation feeds, Taobao Live and Tmall Farm, which are in addition to our traditional formats, such as search monetization, display marketing services and Taobaoke program.
2. Represented by “Others” revenue under China commerce retail, business which comprises mainly Freshippo, Tmall Supermarket, direct import and others.

Multi-Engine Growth Driver

Revenue for LTM Ended June 2020

CMR Mix

Core Commerce

Innovation Initiatives and Others 1%
Digital Media & Entertainment 5%
Cloud Computing 8%
Others 2%
Wholesale 4%
International Retail 5%
Local Consumer Services 5%
Cainiao 5%
New Retail and Direct Sales 18%
CMR + Commission 47%

New Formats (1)
FY2018 100%
Jun Qtr 2020 ~20%

Traditional Formats (1)

Cainiao 5%
New Retail and Direct Sales 18%
Core Commerce

Notes:
1. The new formats in CMR mainly include recommendation feeds, Taobao Live and Tmall Farm, which are in addition to our traditional formats, such as search monetization, display marketing services and Taobaoke program.
2. Represented by “Others” revenue under China commerce retail, business which comprises mainly Freshippo, Tmall Supermarket, direct import and others.
Notes:
1. Represented by “Others” revenue under China commerce retail business which comprises mainly Freshippo, Tmall Supermarket, direct import and Intime.
2. Going forward, we will combine commission into the CMR revenue line.

Core Commerce
- Innovation Initiatives and Others: 1%
- Digital Media & Entertainment: 5%
- Cloud Computing: 8%
- Others: 2%
- Wholesale: 4%
- International Retail: 5%
- Local Consumer Services: 5%
- Cainiao: 5%
- New Retail and Direct Sales: 18%

CMR + Commission: 47%

47% Customer Management Revenue

New Formats
- Super Recommendation
- New Brand and Product Promotion
- Taobao Live
- BABA Farm
- Juhuasuan Subsidy Program
- Tmall Selected
03 Investing for the Future

1. Invest in Organic Growth

2. M&A and Investments
Healthy Growth of Core Business and Narrowing Losses from Developing Business

LTM Ended June 2019

<table>
<thead>
<tr>
<th>Segment</th>
<th>Adjusted EBITA (Bn)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Marketplace-based Core Commerce</td>
<td>RMB171</td>
</tr>
<tr>
<td>Loss from</td>
<td></td>
</tr>
<tr>
<td>1. Local Consumer Services</td>
<td></td>
</tr>
<tr>
<td>2. International: Lazada</td>
<td></td>
</tr>
<tr>
<td>3. New Retail &amp; Direct Import</td>
<td></td>
</tr>
<tr>
<td>4. Logistics: Cainiao</td>
<td></td>
</tr>
<tr>
<td>Core Commerce</td>
<td>RMB144</td>
</tr>
<tr>
<td>Loss from</td>
<td></td>
</tr>
<tr>
<td>A. Cloud Computing</td>
<td></td>
</tr>
<tr>
<td>B. Digital Media and Entertainment</td>
<td></td>
</tr>
<tr>
<td>C. Innovation Initiatives &amp; Others</td>
<td></td>
</tr>
<tr>
<td>D. Unallocated</td>
<td></td>
</tr>
<tr>
<td>Adjusted EBITA</td>
<td>RMB29</td>
</tr>
<tr>
<td>Loss from</td>
<td></td>
</tr>
<tr>
<td>A. Cloud Computing</td>
<td></td>
</tr>
<tr>
<td>B. Digital Media and Entertainment</td>
<td></td>
</tr>
<tr>
<td>C. Innovation Initiatives &amp; Others</td>
<td></td>
</tr>
<tr>
<td>D. Unallocated</td>
<td></td>
</tr>
<tr>
<td>Adjusted EBITA (1)</td>
<td>RMB115</td>
</tr>
</tbody>
</table>

LTM Ended June 2020

<table>
<thead>
<tr>
<th>Segment</th>
<th>Adjusted EBITA (Bn)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Marketplace-based Core Commerce</td>
<td>RMB201</td>
</tr>
<tr>
<td>18% YoY</td>
<td></td>
</tr>
<tr>
<td>Loss from</td>
<td></td>
</tr>
<tr>
<td>1. Local Consumer Services</td>
<td></td>
</tr>
<tr>
<td>2. International: Lazada</td>
<td></td>
</tr>
<tr>
<td>3. New Retail &amp; Direct Import</td>
<td></td>
</tr>
<tr>
<td>4. Logistics: Cainiao</td>
<td></td>
</tr>
<tr>
<td>Core Commerce</td>
<td>RMB25</td>
</tr>
<tr>
<td>22% YoY</td>
<td></td>
</tr>
<tr>
<td>Loss from</td>
<td></td>
</tr>
<tr>
<td>A. Cloud Computing</td>
<td></td>
</tr>
<tr>
<td>B. Digital Media and Entertainment</td>
<td></td>
</tr>
<tr>
<td>C. Innovation Initiatives &amp; Others</td>
<td></td>
</tr>
<tr>
<td>D. Unallocated</td>
<td></td>
</tr>
<tr>
<td>Adjusted EBITA (1)</td>
<td>RMB176</td>
</tr>
<tr>
<td>Loss from</td>
<td></td>
</tr>
<tr>
<td>A. Cloud Computing</td>
<td></td>
</tr>
<tr>
<td>B. Digital Media and Entertainment</td>
<td></td>
</tr>
<tr>
<td>C. Innovation Initiatives &amp; Others</td>
<td></td>
</tr>
<tr>
<td>D. Unallocated</td>
<td></td>
</tr>
<tr>
<td>Adjusted EBITA (1)</td>
<td>RMB148</td>
</tr>
</tbody>
</table>

Note:
1. Please refer to our annual report on Form 20-F for the definition of non-GAAP measures.
### Robust Progress of Developing Businesses

<table>
<thead>
<tr>
<th>Business</th>
<th>Key Metrics</th>
</tr>
</thead>
<tbody>
<tr>
<td>Freshippo</td>
<td>65% Online GMV Contribution&lt;sup&gt;(1)&lt;/sup&gt;</td>
</tr>
<tr>
<td>Cainiao</td>
<td>51% Revenue Growth&lt;sup&gt;(2)&lt;/sup&gt;</td>
</tr>
<tr>
<td>Lazada</td>
<td>80 Mn+ Annual Active Consumers&lt;sup&gt;(3)&lt;/sup&gt;</td>
</tr>
<tr>
<td>Alibaba Cloud</td>
<td>290 Mn Annual Active Consumers of Local Services&lt;sup&gt;(4)&lt;/sup&gt;</td>
</tr>
<tr>
<td>Youku</td>
<td>60% Revenue Growth&lt;sup&gt;(5)&lt;/sup&gt;</td>
</tr>
</tbody>
</table>

| Package Volume Growth of Cainiao Post and Guoguo<sup>(7)</sup> | 110%+ |
| Order Growth<sup>(8)</sup> | 100%+ |
| Annual Active Merchants<sup>(9)</sup> | 2.5 Mn |
| Paying Consumers<sup>(10)</sup> | 3 Mn+ |
| Narrowing Losses<sup>(2)(11)</sup> | 30%+ |

#### Notes:

1. Online GMV as of total GMV in June 2020 for 130 self-operated stores which opened before April 2019.
3. For the LTM ended July 2020.
4. For the LTM ended June 2020.
5. For the LTM ended June 2020.
7. Deduped between Ele.me, Xingxuan, Koubei, Taopiaopiao, Fliggy and Amap for the twelve months ended June 2020.
8. YoY growth in number of average daily paying subscribers from June 2019 to June 2020.
10. Number of paying customers for the LTM ended June 2020.
11. Notes on metrics (1) through (11) refer to specific conditions and calculations detailed in the provided notes.
Track Record of Business Innovation

Notes:
3. In terms of total payment volume (TPV) 2020, not a consolidated business of Alibaba Group.
Innovation is in our DNA

Taobao

New Businesses

30-min Delivery Experience

Digital Visa

Wealth Management Product with Minimum Investment Threshold at RMB1

Consumer and SME Credit with No Collateral Requirement

First Online Escrow Payment Platform

Full-stack Proprietary Technology

Audio Setting to Connect IoT Products Online

Partners

Extensive Merchant Analytic Tools

Membership Programs

Tmall Flagship Store 2.0

Marketing Program Matrix

alimama

Search Ad System

Ad Alliance System

Recommendation Feed Ad

New Businesses

FRESHPPO

Post-post-pay信住

Alipay

Cainiao Guoguo: Largest Crowdsourced Package Delivery Platform

Cainiao Post: China’s Largest Last-mile Network

Alibaba Cloud

World-leading Capabilities in Cloud Infrastructure Services, Cloud-native Services and Hardware and Software Integration

Dingtalk-driven Office Collaboration

IoT

Audio Setting to Connect IoT Products Online

AIoT + Content Solutions to Expand IoT Scenarios and Create More Values for Each Connection

Note:
1. Not a consolidated business of Alibaba Group.
Invest for Future Growth

Seeds

IoT
Tmall Genie
YOUKU

Ding Talk

Innovation Initiatives
DME
Cloud Computing

Alibaba Cloud

1688.com

11

Profitability

Traction

IoT
Tmall Genie

Alibaba Cloud

Soil = Technology and Consumer Insights

Cloud Computing

Core Commerce

IoT
Tmall Genie
Growing Into Big Trees...

Expecting to Turn Profitable within FY2021

Expecting Operating Cash Flow to Turn Positive in FY2021
03 Investing for the Future

1. Invest in Organic Growth
2. M&A and Investments
Rationale of our M&A and Investments

**Increase Investments in Strategic Businesses**

- 阿里健康 (AliHealth)
- 菜鸟 (CAI NIAO)
- ANT GROUP

**Supplement Core Businesses**

- 新用户获取 (New User Acquisition)
- 用户体验提升 (User Experience Enhancement)
- 业务数字化 (Business Digitalization)

- 小红书 (Red)
- 圆通速递 (YTO)
- SUN ART Retail Group Limited

**Tap into New Sectors**

- 电动车 (Electric Vehicle)
- 网易云音乐 (Music)
- 易居 (Real Estate)

Note:
1. In September 2019, the Company received a 33% equity interest in Ant Group and the profit sharing arrangement with Ant Group was terminated.
Consistent Emphasis on Synergies

Digitalized Operation
- 15% Online contribution of total sales (1)

Comprehensive Home Decorating & Furnishing Solution
- 3.5 Mn+ DAU Newly launched decorating and furnishing platform (Tangping) to digitalize the value chain from end to end (2)

Operational Efficiency Optimization
- 10% Tmall supermarket warehouse cost reduction after integration with Cainiao (3)

New Retail Initiative
- 6,000+ Online orders generated through cooperation with Juhuasuan in a 5-day promotion period (4)

Notes:
1. During the period from April 2020 to June 2020.
2. For the month of March 2020.
## Valuation Framework

<table>
<thead>
<tr>
<th>CORE COMMERCE</th>
<th>CLOUD COMPUTING</th>
<th>DIGITAL MEDIA &amp; ENTERTAINMENT</th>
<th>INNOVATION INITIATIVES &amp; OTHERS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Taobao.com</td>
<td>Alibaba Cloud</td>
<td>Alibaba.com</td>
<td>Youku</td>
</tr>
<tr>
<td>TMALL</td>
<td></td>
<td></td>
<td>UC</td>
</tr>
<tr>
<td>1688.com</td>
<td></td>
<td></td>
<td>Amap.com</td>
</tr>
<tr>
<td>TMALL MART</td>
<td></td>
<td></td>
<td>钉钉</td>
</tr>
<tr>
<td>CAI NIAO</td>
<td></td>
<td></td>
<td>高德地图</td>
</tr>
<tr>
<td>KAOLA</td>
<td></td>
<td></td>
<td>阿里体育</td>
</tr>
<tr>
<td>FRESHIPPO</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>AliExpress</td>
<td></td>
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<td></td>
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</tbody>
</table>
## Valuation Framework

### CORE COMMERCE

<table>
<thead>
<tr>
<th>MARKETPLACE-BASED CORE COMMERCE</th>
<th>LAZADA</th>
<th>LOCAL SERVICES</th>
<th>NEW RETAIL</th>
<th>LOGISTICS</th>
<th>IMPORTS</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>No.1 Online Retail Marketplace</strong>(1)</td>
<td><strong>Leading International Retail Marketplace</strong></td>
<td><strong>Leading Local Consumer Service Platform</strong></td>
<td><strong>Leading New Retail Marketplace</strong></td>
<td><strong>Leading Digital Logistics Platform</strong></td>
<td><strong>No.1 Online Cross Border Marketplace</strong>(3)</td>
</tr>
<tr>
<td><strong>No.1 Online Wholesale Marketplaces</strong>(2)</td>
<td><strong>No.1 Online B2C Export Marketplace</strong>(3)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>RMB201 Bn (US$29 Bn)</strong></td>
<td><strong>80 Mn+ 100 Mn+ AAC (4)</strong></td>
<td><strong>290 Mn AAC (6)</strong></td>
<td><strong>32% SSSG (7)</strong></td>
<td><strong>40 Bn+ Digitalized Packages (9)</strong></td>
<td><strong>40%+ YoY Growth in GMV (11)</strong></td>
</tr>
<tr>
<td><strong>LTM Adjusted EBITA</strong></td>
<td><strong>MAU (5)</strong></td>
<td></td>
<td><strong>65% Online % of GMV (8)</strong></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### METRICS

- **EV/EBITDA**: 35–40x, 2021
- **P/E**: 30–50x, 2022
- **P/GMV**: 1.5–2.5x, 2021
- **Daily package volume for the month ended June 2020**
- **No. 1 Online Wholesale Marketplaces**
- **No. 1 Online B2C Export Marketplace**
- **Leading logistics data technology company with no comparable peers**

### VALUATION COMPARISON PEERS

- **amazon**: EV/EBITDA 35–40x, 2021
- **京东**: P/E 30–50x, 2022
- **Shopee**: P/GMV 1.5–2.5x, 2021
- **快手**: P/E 35–40x, 2021
- **抖音**: P/S 0.7–1x, 2021
- **SMA**: P/S 5–10x, 2022
- **美团单车**: P/E 25–35x, 2022
- **永辉超市**: P/E 35–45x, 2021

### Notes:
- All translations of RMB into US$ in this presentation were made at RMB 7.0651 to US$1.00.
- In terms of GMV, 2020.
- According to Analysys, 2019.
- For LTM ended July 2020.
- For the month ended June 2020.
- Same store sales growth of 130 self-operated stores which opened before April 2019.
- The month ended June 2020.
- Same store sales growth of 130 self-operated stores which opened before April 2019.
- YoY growth rate of GMV (exclude unpaid orders) of Tmall Global for the quarter ended June 2020.
- Leading logistics data technology company with no comparable peers.
### Revenue and Metrics for the LTM Ended June 30, 2020

<table>
<thead>
<tr>
<th>CORE COMMERCE</th>
<th>CLOUD COMPUTING</th>
<th>DIGITAL MEDIA &amp; ENTERTAINMENT</th>
<th>INNOVATION INITIATIVES &amp; OTHERS</th>
</tr>
</thead>
<tbody>
<tr>
<td>RMB470 Bn Revenue</td>
<td>RMB176 Bn Adjusted EBITA</td>
<td>RMB45 Bn Revenue 60% YoY</td>
<td>~90 Mn Amap DAU(4)</td>
</tr>
<tr>
<td>RMB7.3 Tn Alibaba Digital Economy GMV(1)</td>
<td>742 Mn AAC(2)</td>
<td>Expected To Turn Profitable Within FY21</td>
<td>100 Mn+ DingTalk DAU(5)</td>
</tr>
</tbody>
</table>

### Valuation Comparison Peers (6)

<p>| | | | |</p>
<table>
<thead>
<tr>
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</tr>
</thead>
<tbody>
<tr>
<td>E-commerce</td>
<td>SoTP/DCF</td>
<td>SoTP/DCF</td>
<td>SoTP/DCF</td>
</tr>
<tr>
<td>EV/EBITDA</td>
<td>35-40x, 2021</td>
<td></td>
<td></td>
</tr>
<tr>
<td>P/GMV</td>
<td>1.5-2.5x, 2021</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Technology</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>AWS</td>
<td>DCF</td>
<td>Netflix</td>
<td>DCF</td>
</tr>
<tr>
<td>P/S</td>
<td>10-15x, 2021</td>
<td>SoTP/DCF</td>
<td></td>
</tr>
<tr>
<td>EV/EBITDA</td>
<td>35-40x, 2021</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Notes:

1. Alibaba Digital Economy GMV mainly included GMV transacted through our China retail marketplaces, as well as GMV transacted through non-Chinese retail marketplaces and local consumer services.
3. YoY growth in number of average daily paying subscribers from June 2019 to June 2020.
5. Translation of CNY into USD were made at RMB7.0651 to USD1.00.
6. We collected peers’ valuation methodology based on broker reports from CL, GC, HS, JPM, UBS, BofA, and Citi published in July to September 2020.
7. For strategic investments in public companies, valuation calculated by market values of Alibaba’s stake as of June 30, 2020; for strategic investments in private companies, valuation based on their fair value as of June 2020.
2020 INVESTOR DAY

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