



Q2 2023 Earnings Presentation

August 24, 2023



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This presentation contains certain financial measures that are not recognized under generally accepted accounting principles in the United States (“GAAP”), such as “Non-GAAP Net Loss/Income”, “Non-GAAP Net Loss/Income Margin”, “EBITDA”, “EBITDA Margin”, “Adjusted EBITDA”, “Adjusted EBITDA Margin”. Such non-GAAP financial measures have limitations as analytical tools. The presentation of such non-GAAP financial measures is not intended to be considered in isolation or as a substitute for the financial information prepared and presented in accordance with GAAP. These non-GAAP measures may differ from the non-GAAP information used by other companies and therefore their comparability may be limited.



Business Updates

01

The leading integrated smart supply chain solutions and logistics services provider in China and Southeast Asia (“SEA”)

02

Proprietary technologies enabling digitization in integrated end-to-end supply chain solutions

03

Comprehensive supply chain and logistics ecosystem enabling synergies among business segments to capture market opportunities and improve efficiency

04

Supply Chain Management (“SCM”) achieved consecutive 2 quarters of profitability with gross profit margin at a record high of **10.9%**; BEST Freight reached Non-GAAP profitability

05

Strong balance sheet with total cash, cash equivalents, restricted cash and short-term investments of RMB **3.2B** and Net Cash of RMB **0.9B** to fuel future growth

- ✓ Group gross margin turned positive to 4.2% with bottom line improved by 48.7% year over year;
- ✓ SCM Q2 revenue increased by 6.7% and gross margin reached to a record high of 10.9% ;
- ✓ Freight Q2 gross margin was 5.3% and continued to further enhance its service capabilities.

2Q 2023 highlights

Freight reached Non-GAAP profitability with gross margin improved by **13.0%**

Freight maintained its leading position in service quality

SCM signed on **36** new KA projects to strengthen its industry leadership position and accelerate future growth.



SCM improved its gross margin by **2.7%** compared to Q2 2022.

Global diversified its product strategies and its cross-border volume increased by **54.1%** quarter over quarter

SCM distribution volume grew by **52.5%** year over year, and we successfully expanded our service coverage into broader verticals.

BEST Ecosystem

Integrated supply chain and logistics solution provider

Freight

Door-to-door, LTL and FTL freight services

- Ranks top among all franchised LTL companies in China
- **13.8%** CAGR in Freight volume from 2017Q2 to 2023Q2
- ~500K total customers
- 19,000+ service stations
- **99** self-operated operation centers (**1.82** million sqm)
- **100%** province & city coverage

Supply Chain Management

Integrated and digitalized supply chain management services

- **397** cloud OFC (**2.8** million sqm)
- Serves **502** corporate customers
- Self-developed IT systems to enable digitalized end-to-end solution
- Provides end-to-end cross-border & e-commerce supply chain and logistics solutions
- **99%** of customer satisfaction with less than **5%** annual customer turnover

Global

International cross-border and e-commerce logistics services

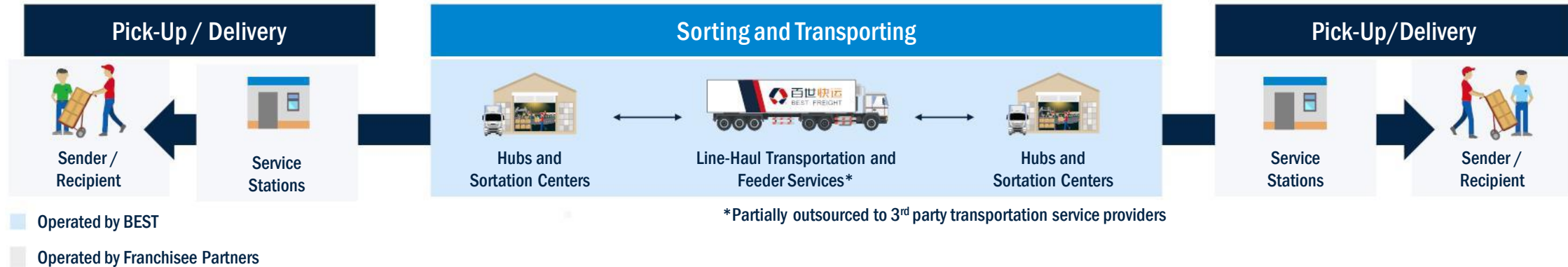
- Franchised and self-operated express networks with nationwide coverage in Thailand, Vietnam, Malaysia and Singapore
- Cross-border logistics solutions among SEA, China & US, as well as among SEA countries to capture growth of Global e-commerce businesses

Cloud

Proprietary cloud-based technologies to enable digitalization & empower global e-commerce businesses

- World-class technologies to support BEST ecosystem and enable operational excellence
- Enables customers' business alignment, digitalization and cost control with data analysis on web and mobile portals
- Provides highly intelligent and digital integrated supply chain service system for customers worldwide

Door-to-door, LTL and FTL freight services

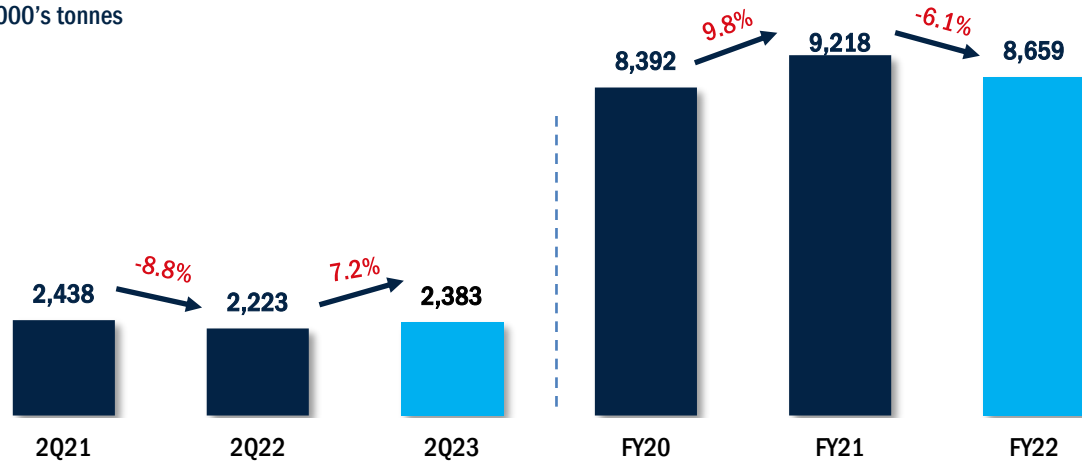


Growth Strategy

- Focus on service quality, digital transformation and cost optimization.
- Accelerate the development of fulfillment franchise network to sustain long-term growth
- Grow KA account business by leveraging our SCM massive customer base while expanding e-commerce-related business
- Synergize with Supply Chain Management to grow its key account business

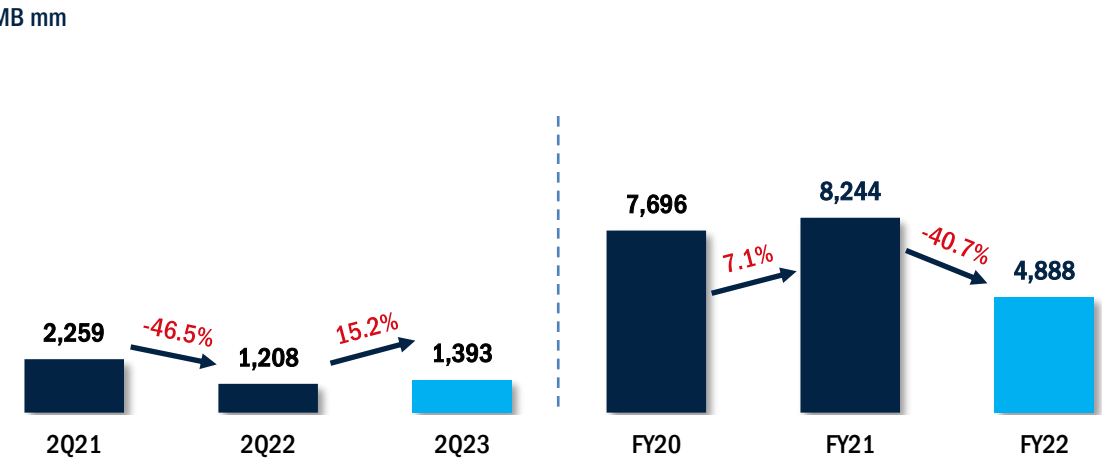
Freight Volume

000's tonnes



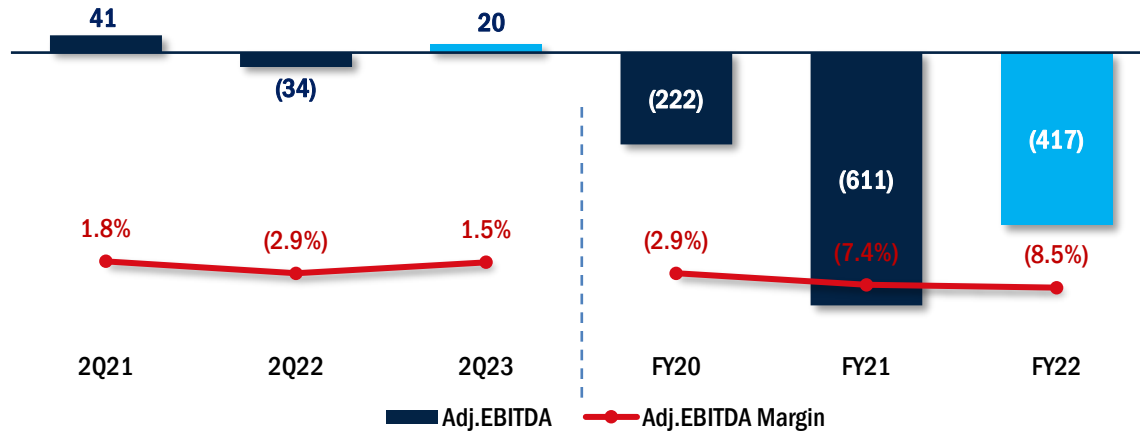
Revenue

RMB mm



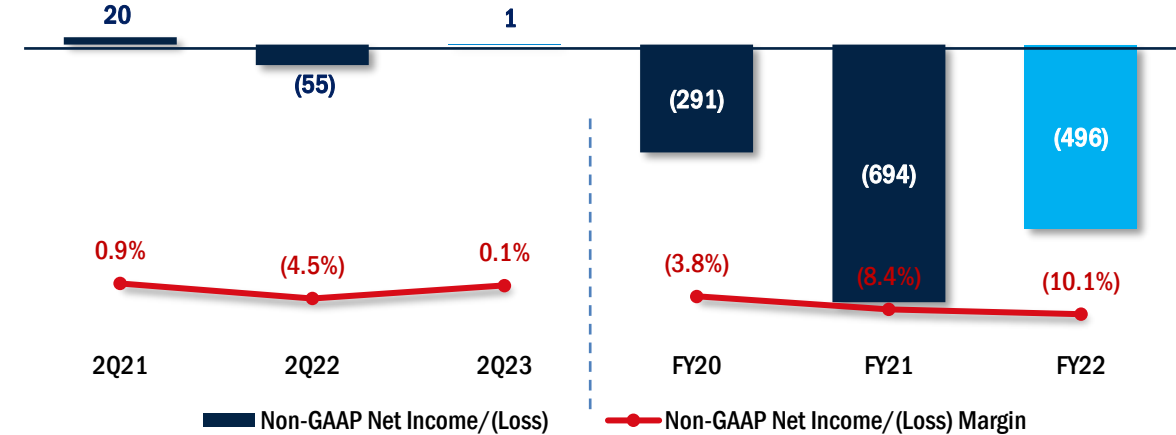
Adjusted EBITDA and Adjusted EBITDA Margin

RMB mm



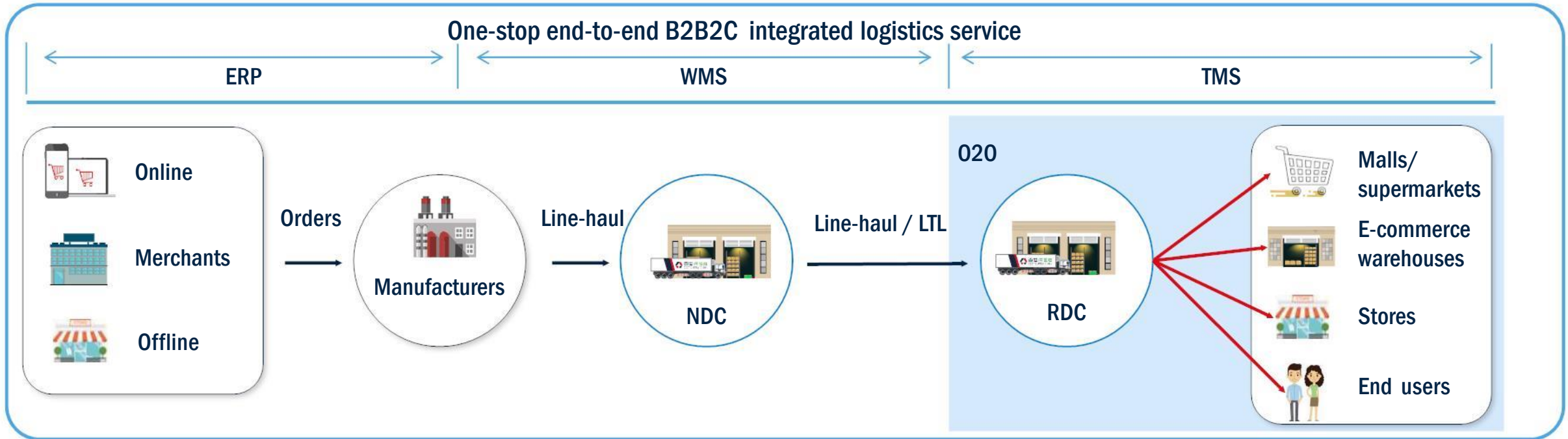
Non-GAAP Net Income/(Loss) and Non-GAAP Net Margin¹

RMB mm



Notes:
 8 All numbers presented have been rounded to the nearest integer, tenth, or hundredth and may not add up. Year-over-year comparisons are based on figures before rounding. All numbers includes Ucargo.

Integrated and digitalized supply chain management services

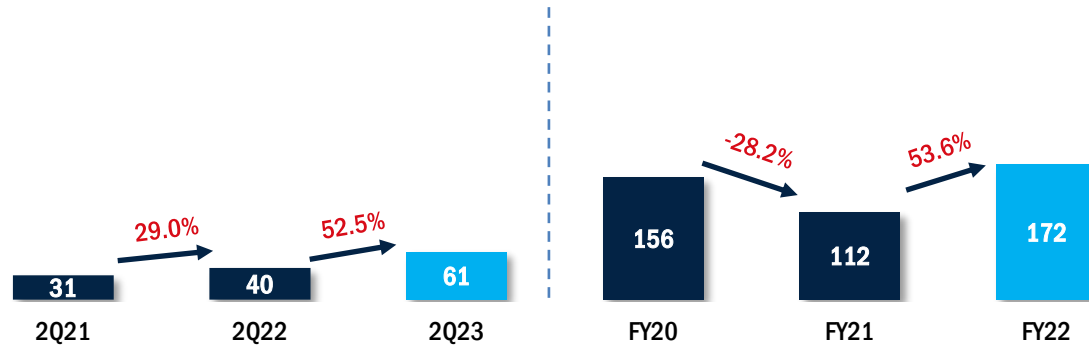


Growth Strategy

- One-stop solution: accelerate integration with Freight and Global to offer solutions and broaden business opportunities
- Grow franchised OFCs network to improve coverage and accelerate expansion
- Maintain market leadership in Fashion & Apparel and Fast-Moving Consumer Goods (“FMCG”) segments while expanding business into pharmaceutical and auto parts industries

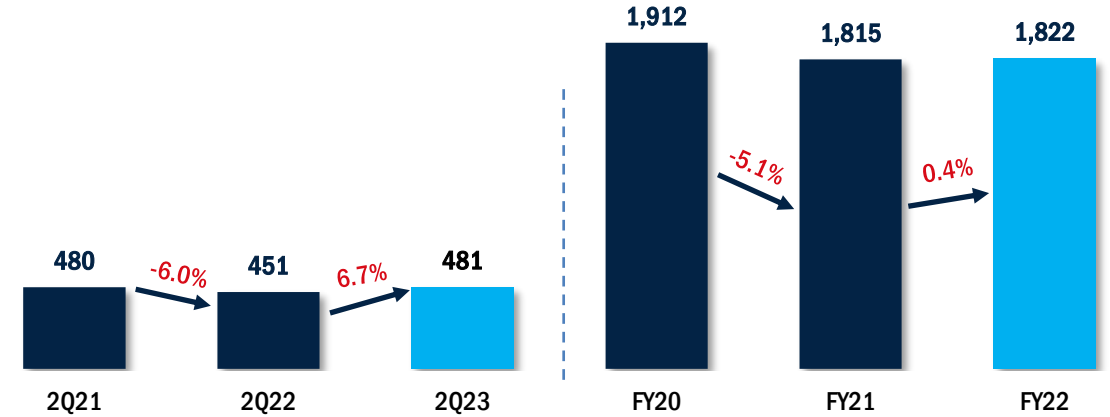
Number of Distribution Volume

Tonne' 10,000



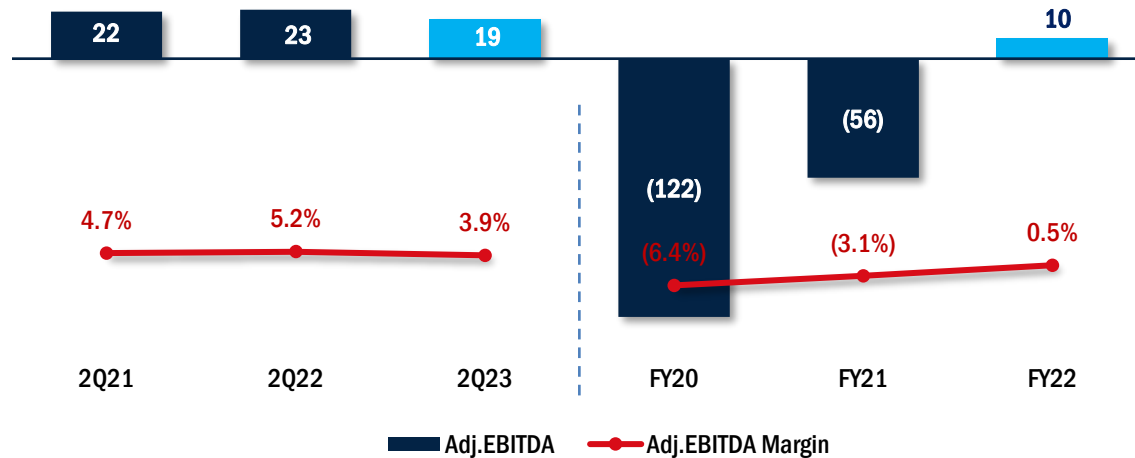
Revenue

RMB mm



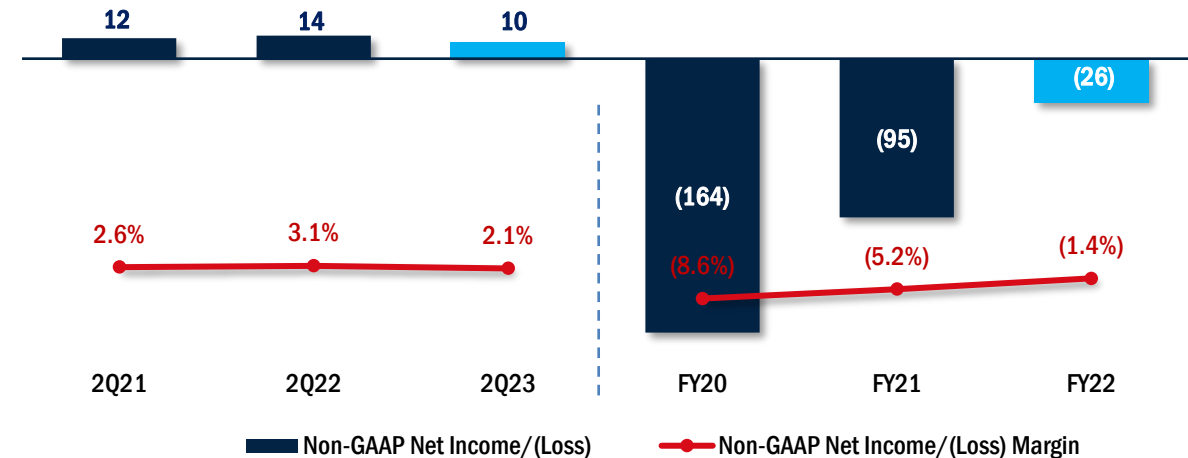
Adjusted EBITDA and Adjusted EBITDA Margin

RMB mm



Non-GAAP Net Income/(Loss) and Non-GAAP Net Margin¹

RMB mm

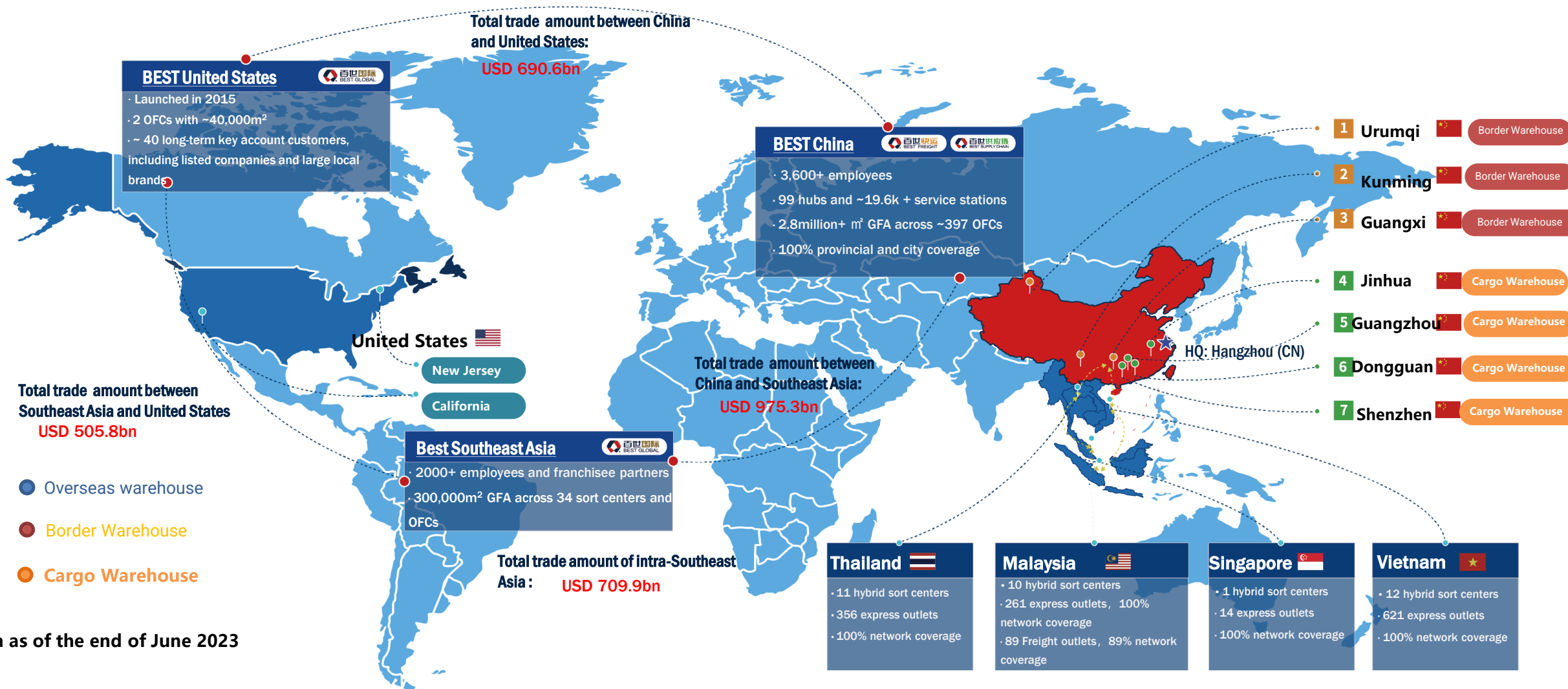


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Global-Link

Provide our customers with integrated global supply chain and logistic services through our B2B2C and cross-boarder network across China, Southeast Asia, and North America.



Data as of the end of June 2023

International cross-border and e-commerce logistics services

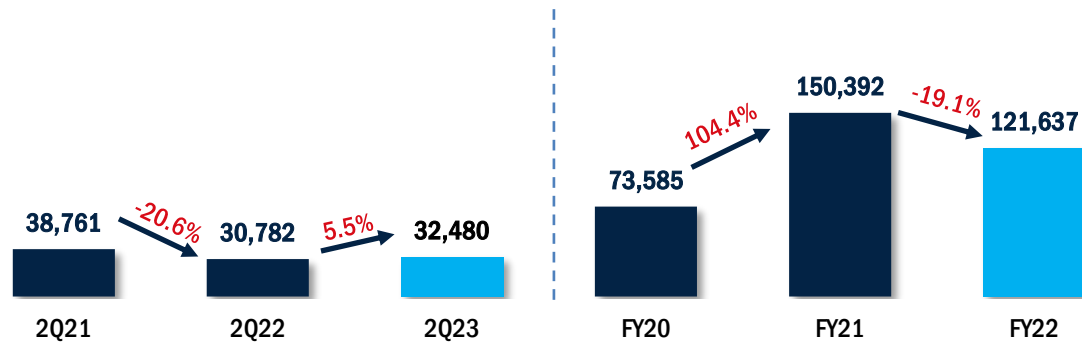


Growth Strategy

- Capture growth opportunities in SEA; continue to expand networks and improve service quality in Thailand, Vietnam, Malaysia and Singapore to grow market share
- Accelerate cross-border business; leverage our SCM and Freight expertise to establish end-to-end fulfillment and logistics solutions between China and SEA as well as among SEA countries
- Continue to use digital technology and infrastructure to improve operating efficiency and reduce costs

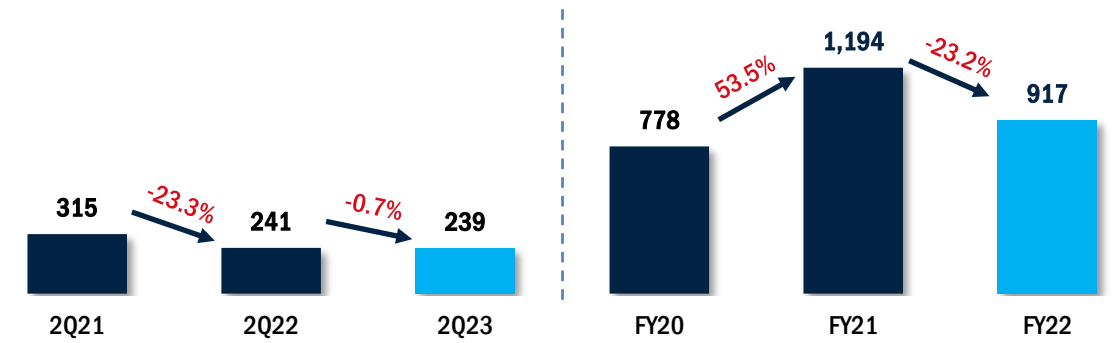
Global Volume

000's Parcels



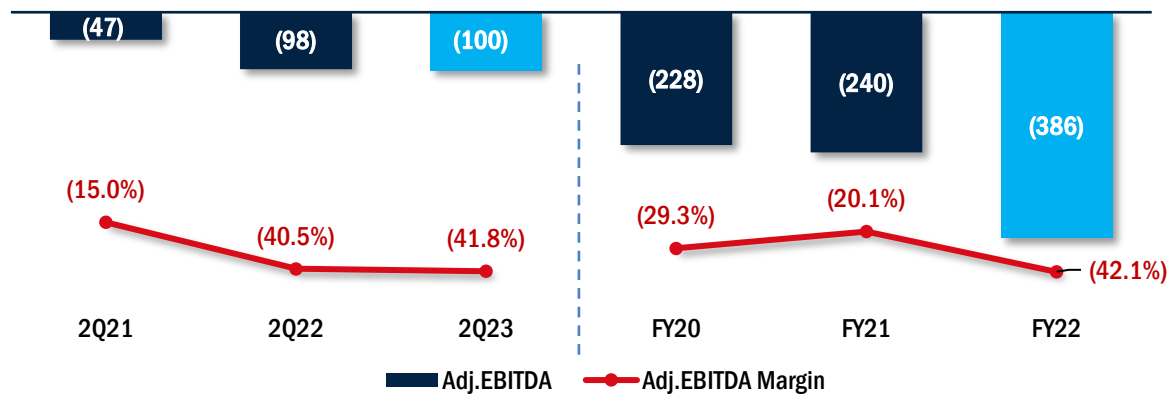
Revenue

RMB mm



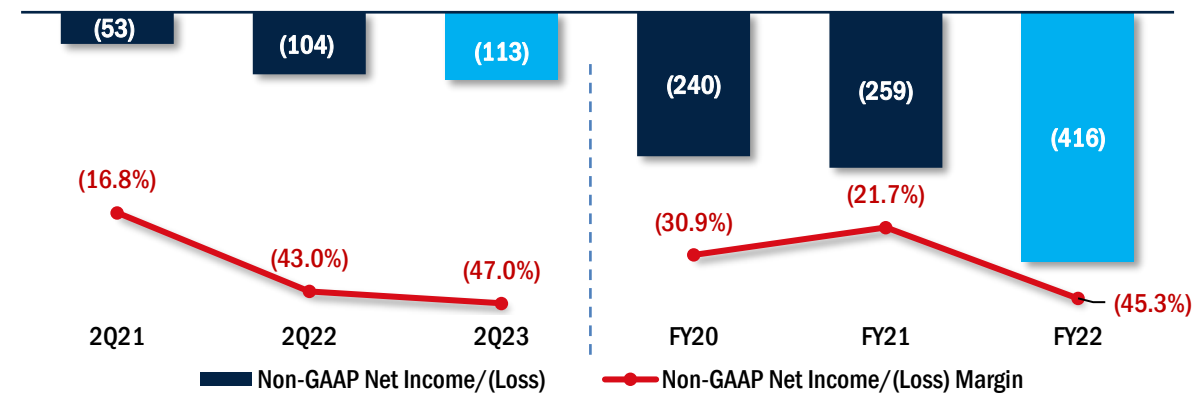
Adjusted EBITDA and Adjusted EBITDA Margin

RMB mm



Non-GAAP Net Income/(Loss) and Non-GAAP Net Margin¹

RMB mm



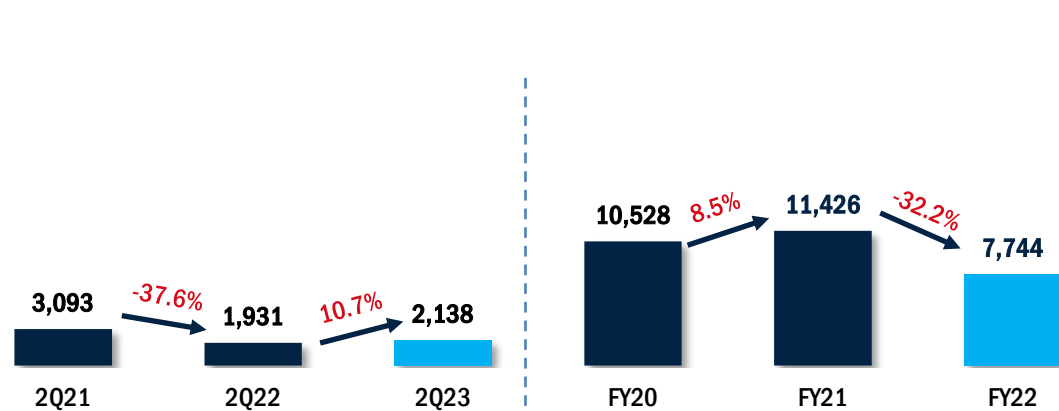


Financial updates

- Continue winding down Capital business segment, which was included in “Others” segment

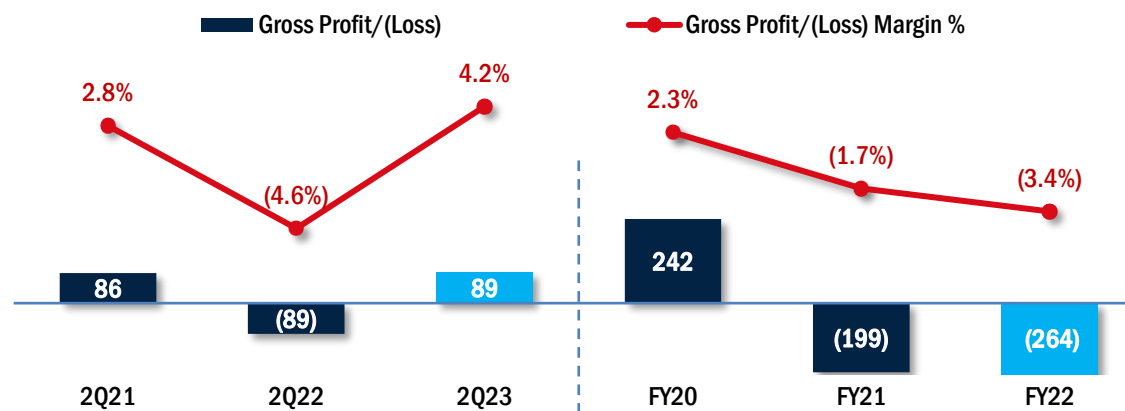
Revenue

RMB mm



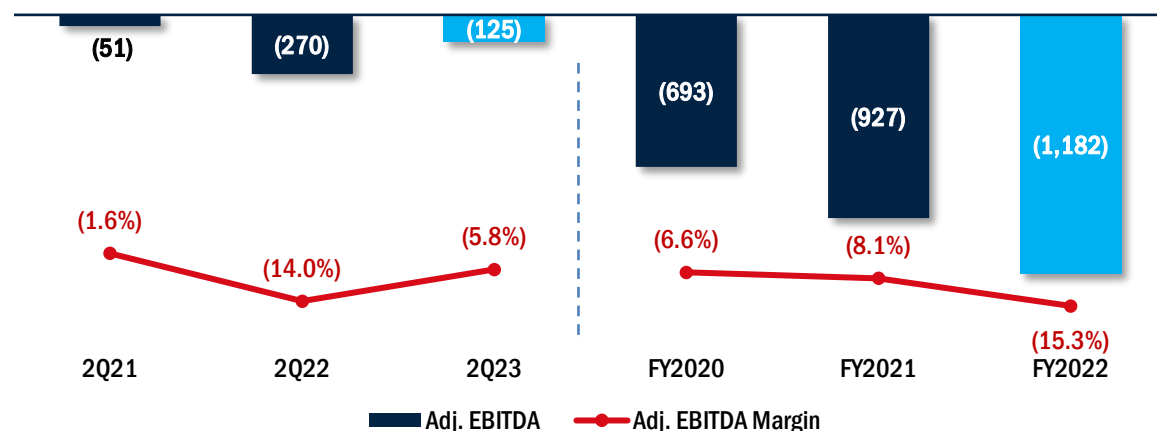
Gross Profit/Loss and Gross Margin

RMB mm



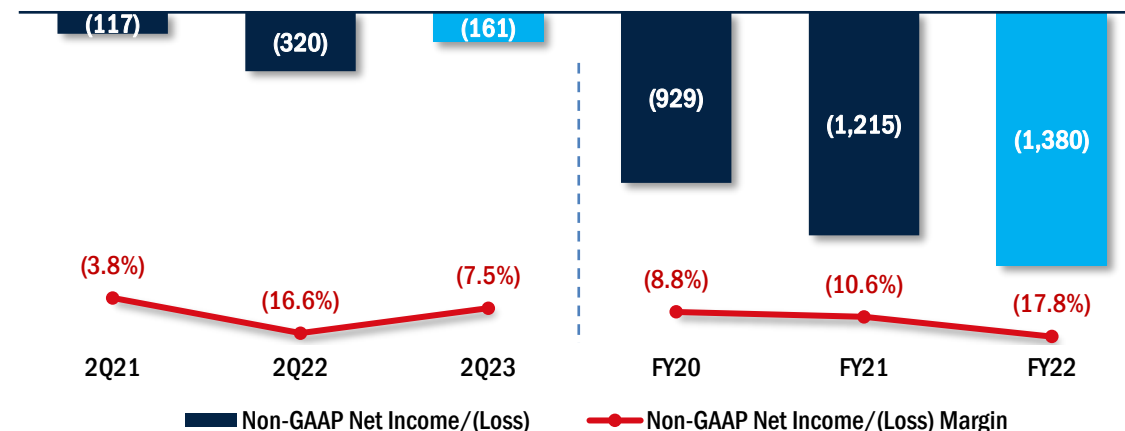
Adjusted EBITDA and Adjusted EBITDA Margin

RMB mm



Non-GAAP Net Income/(Loss) and Non-GAAP Net Margin¹

RMB mm



Notes:

According to our previous announcement to wind down our BEST Store* business, we reallocated its financials to discontinued operations. All numbers presented have been rounded to the nearest integer, tenth, or hundredth, and year-over-year comparisons are based on figures before rounding.

In December 2021, BEST sold its China express business, the principal terms of which were previously announced. As a result, China express business has been deconsolidated from the Company and its historical financial results are reflected in the Company's consolidated financial statements as discontinued operations accordingly.

1. Non-GAAP net income/(loss) represents net income/(loss) loss excluding share-based compensation expense, amortization of intangible assets resulting from business acquisitions and fair value change of equity investments if any.

Revenue Breakdown By Segments – 2Q 2023



| | 2Q 2022 | | 2Q 2023 | | |
|-------------------------|--------------|---------------|--------------|---------------|--------------|
| RMB mm (Except for %) | RMB | % of Revenue | RMB | % of Revenue | % Change YoY |
| Freight | 1,208 | 62.6% | 1,393 | 65.2% | 15.2% |
| Supply Chain Management | 451 | 23.4% | 481 | 22.5% | 6.7% |
| Global | 241 | 12.5% | 239 | 11.2% | -0.7% |
| Others | 30 | 1.5% | 24 | 1.1% | -19.5% |
| Total Revenue | 1,931 | 100.0% | 2,138 | 100.0% | 10.7% |

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17 According to our previous announcement to wind down our BEST Store[®] business, we reallocated its financials to discontinued operations. All numbers presented have been derived from continuing business operations including Freight, Supply Chain Management, Global and Others.



Others

Unallocated

Total

(RMB mm, except for %)

| | BEST FREIGHT | BEST SUPPLY CHAIN | BEST GLOBAL | Others | Unallocated | Total |
|---|--------------|-------------------|---------------|---------------|-------------|--------------|
| Revenue | 1,393 | 481 | 239 | 24 | | 2,138 |
| YoY Growth | 15.2% | 6.7% | -0.7% | -19.5% | | 10.7% |
| Gross Profit/(Loss) | 73 | 52 | -48 | 12 | | 89 |
| Gross Margin | 5.3% | 10.9% | -20.2% | 47.2% | | 4.2% |
| YoY Growth | 13.0% | 2.7% | -5.5% | 37.0% | | 8.8% |
| Adjusted EBITDA¹ | 20 | 19 | -100 | -10 | -54 | -125 |
| Adjusted EBITDA¹ Margin | 1.5% | 3.9% | -41.8% | -42.7% | | -5.8% |

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Looking Ahead

- Leadership position in service quality and digital transformation differentiate the Company in the market
- Synergies among business units to improve product offerings and service Quality
- Technology infrastructure and digital transformation to improve operating efficiency and optimize integrated supply chain logistic services

Freight

Maintain industry leading position and improve network capabilities and service quality

Supply Chain Management

Expand services to high-quality customers and higher margin industries

Global

Improve service quality and accelerate cross-border business by establishing end-to-end fulfillment and Freight network



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Empower Business Enrich Life



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