



FY2024 Results Presentation

March 2025



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J&T EXPRESS
— Express Your Online Business —

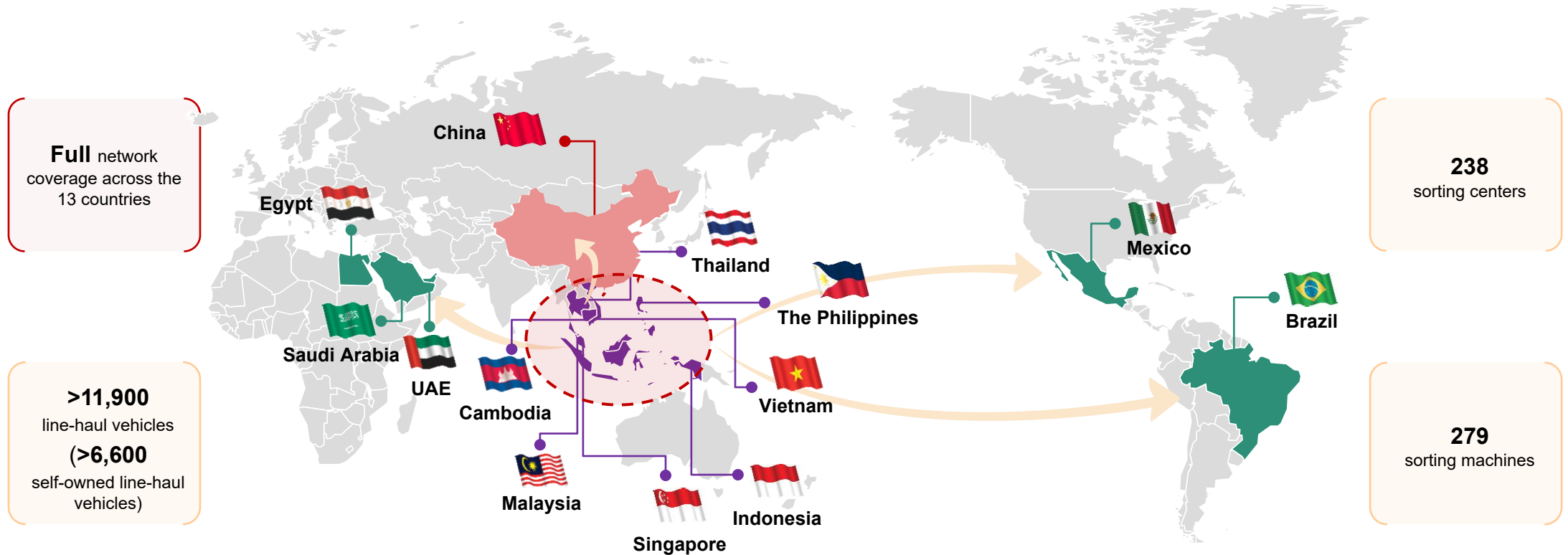
Section 1

Business Overview



Global Footprint

Express delivery service provider covering 13 countries with the leading position in Southeast Asia and China and successful expansion into Latin America and the Middle East



1. All operational data are as of December 31, 2024;
2. Southeast Asia (the "SEA") includes seven countries, namely, Indonesia, Vietnam, Malaysia, the Philippines, Thailand, Cambodia and Singapore;

Capturing the Immense Opportunities of E-commerce and Express Delivery Market



SEA



China

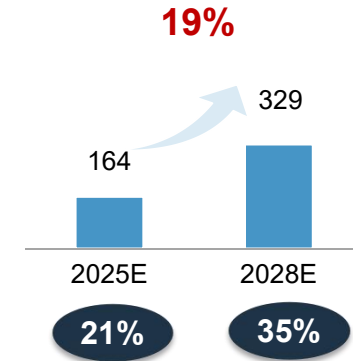
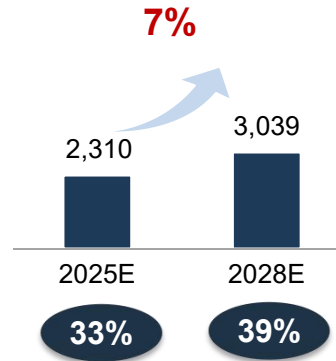
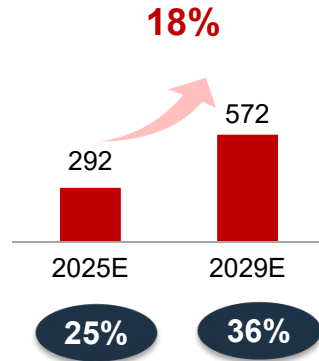


New Markets

CAGR

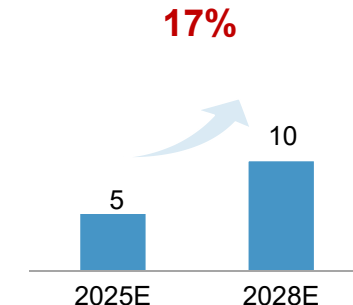
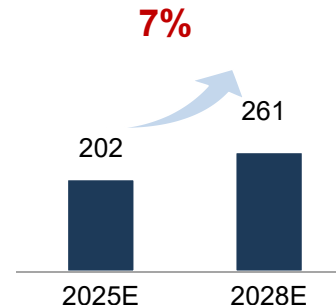
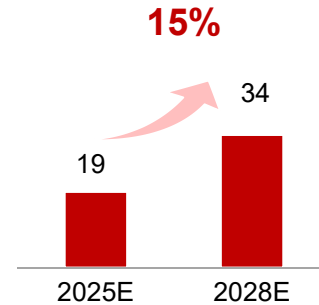
E-commerce Retail Transaction Value
(In USD Bn)

E-commerce penetration rate



CAGR

Total Parcel Volume
(In Bn)

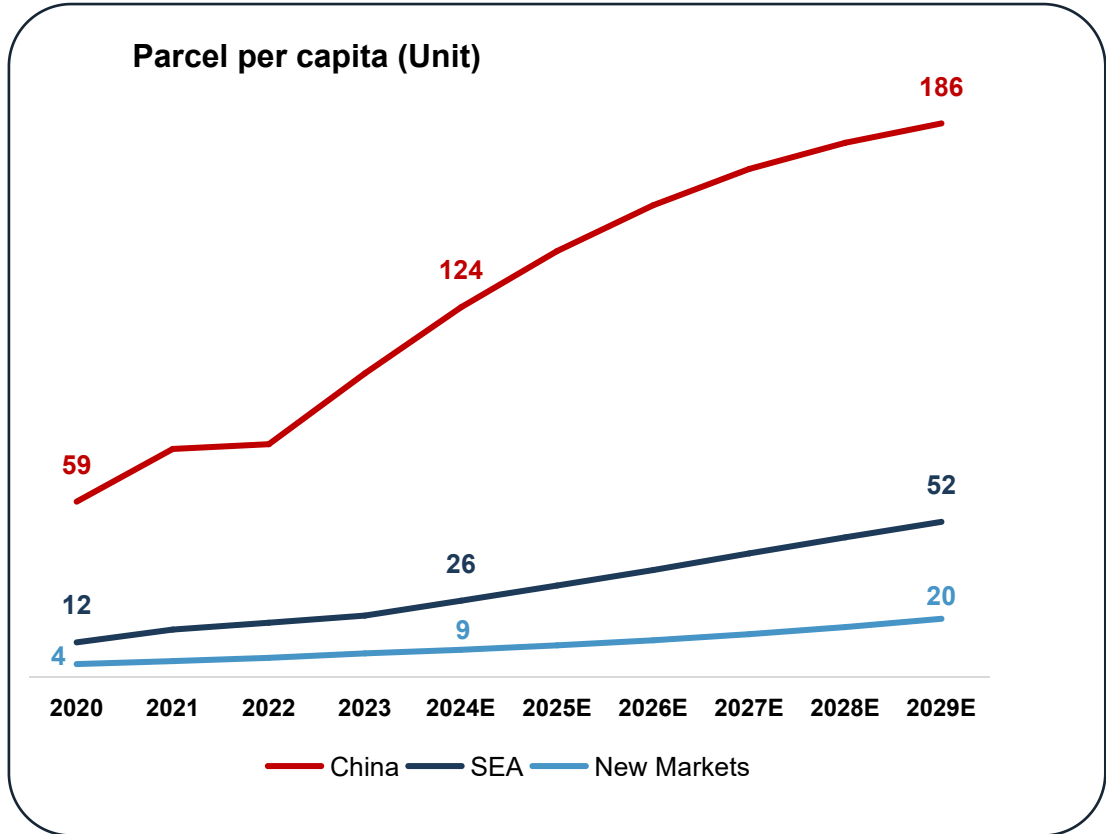
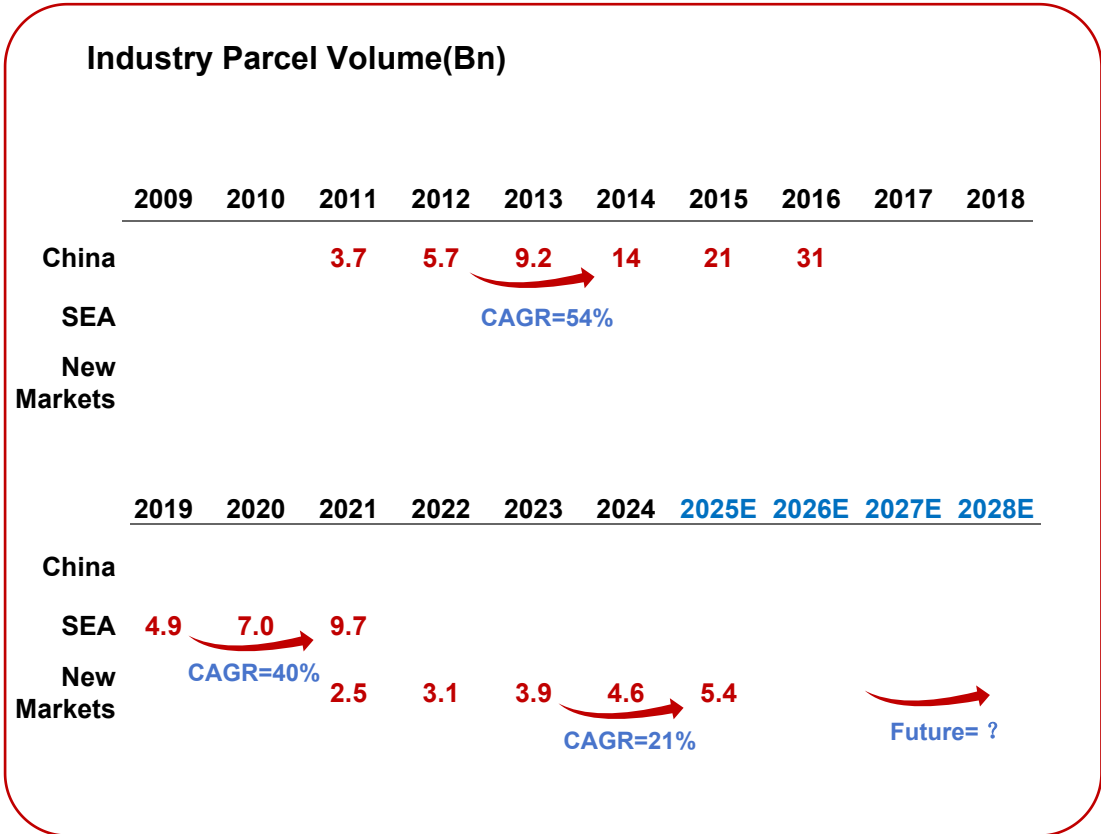


1. All industry data and market share information presented herein are sourced from our industry consultant Frost & Sullivan.
2. New Markets includes five countries, namely, Brizal, Mexico, UAE, Saudi Arabia and Egypt..

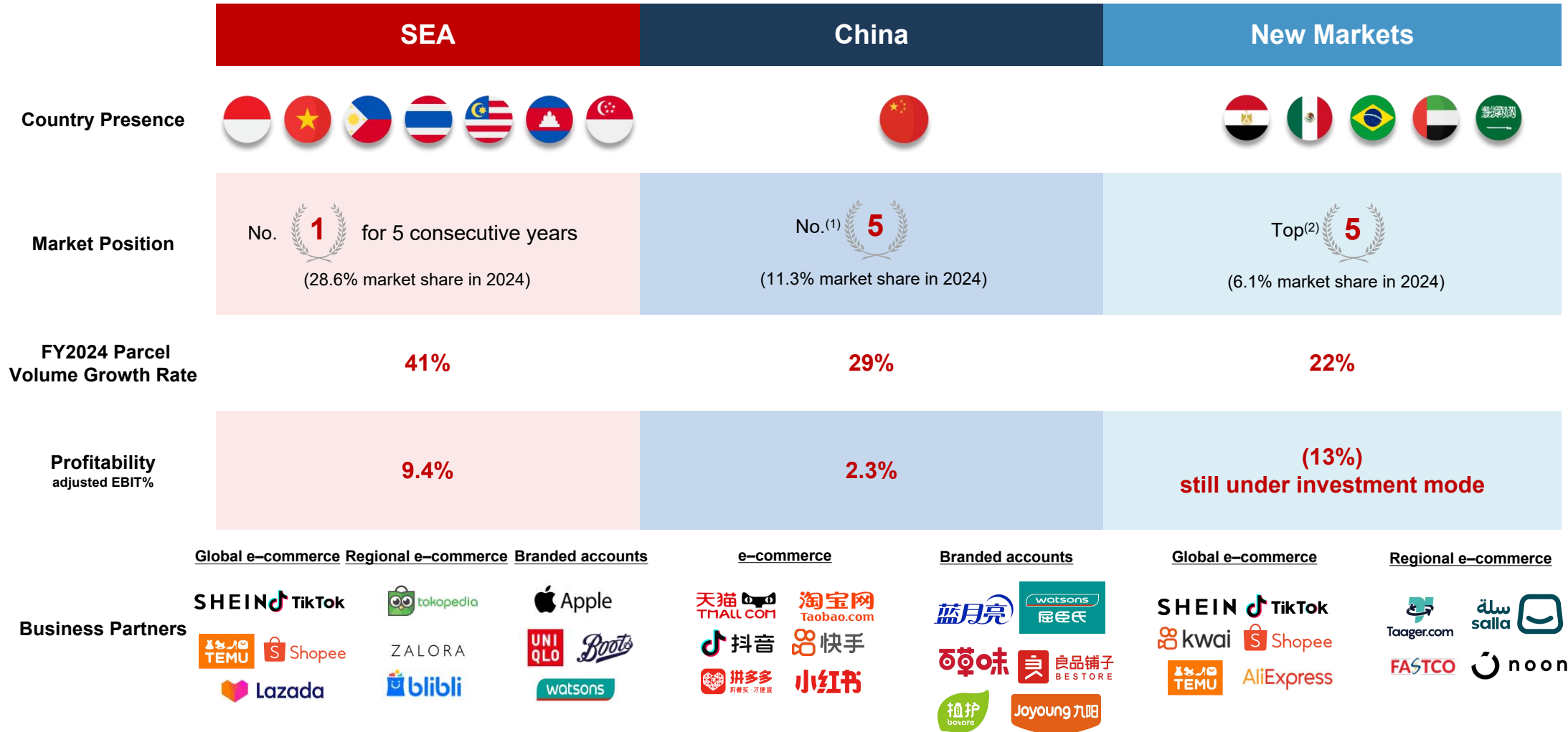
Huge Growth Potential in SEA and New Markets

SEA and New Markets are replicating the high-growth trend China experienced in its early days

Parcel per capita in SEA and New Markets is expected to grow rapidly



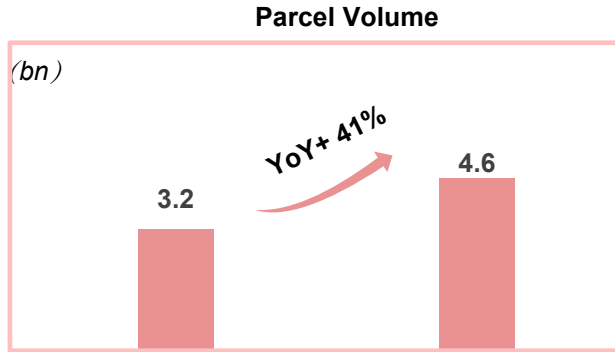
J&T at a Glance



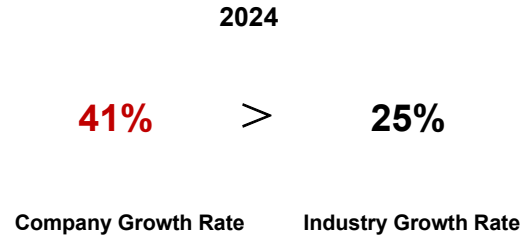
1. The rankings of express delivery companies in the Chinese market presented here reflect those operating under a franchise model.
 2. In Mexico, Saudi Arabia, the UAE, Egypt.
 3. The market share presented herein is calculated based on the parcel volume.

Business Highlights

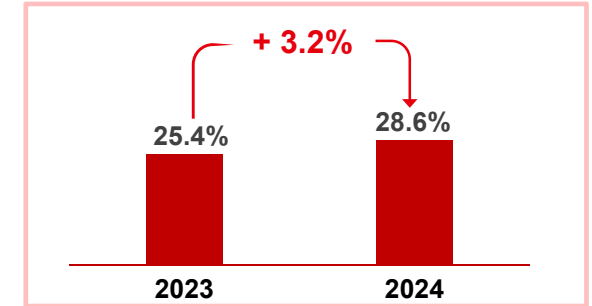
SEA



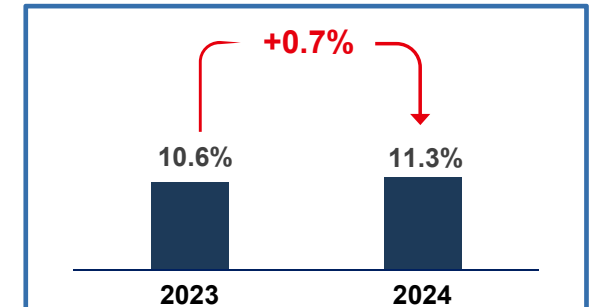
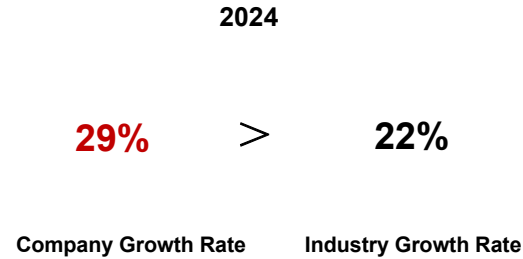
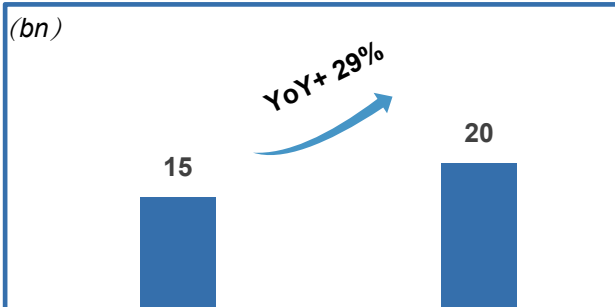
Company and Industry Growth Rate



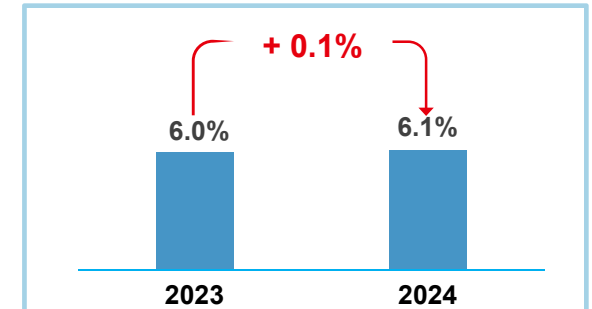
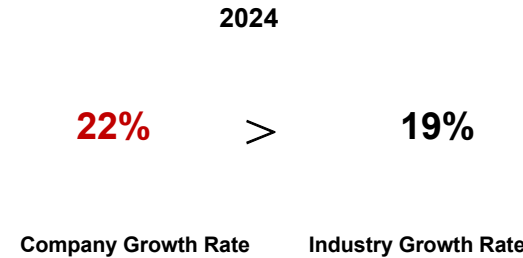
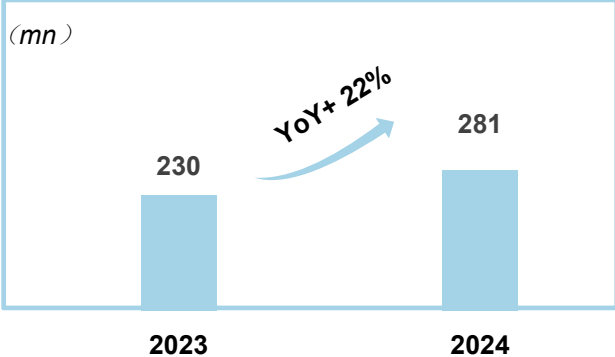
Market Share



China

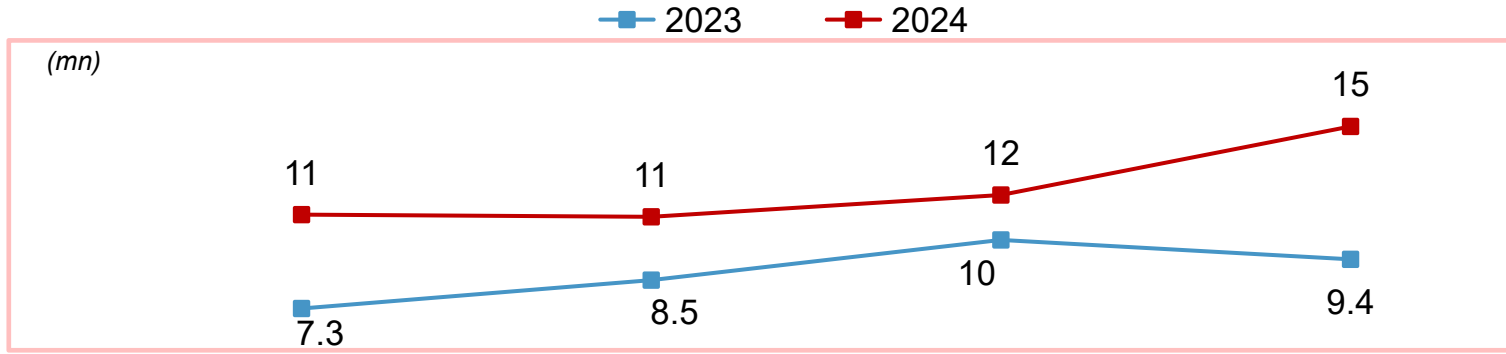


New Markets

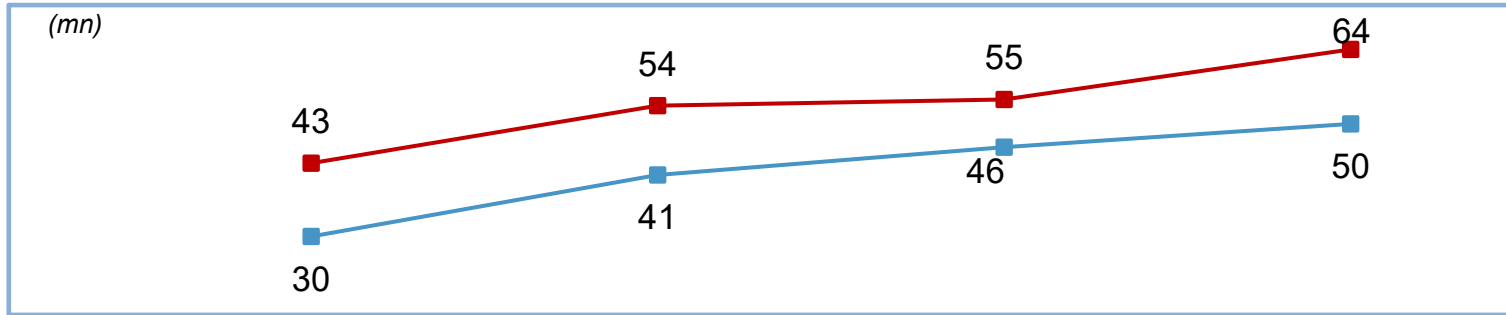


Quarterly Average Daily Parcel Volume

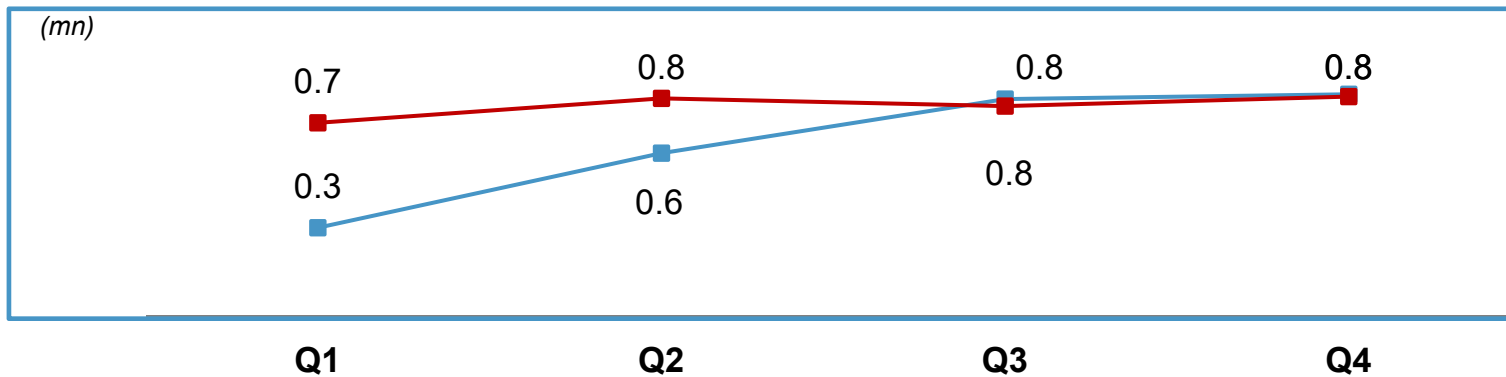
SEA



China



New Markets



Financial Highlights

Group revenue from express delivery

YoY+23%

US\$8.1Bn 2023  US\$10.0Bn 2024

Group adjusted EBITDA⁽¹⁾

YoY+431%

US\$147mn 2023  US\$778mn 2024

Group adjusted net profit⁽²⁾

turned profitable for the first time

(US\$432mn) 2023  US\$200mn 2024

Group free cashflow⁽³⁾

turned positive for the first time

(US\$133mn) 2023  US\$252mn 2024

SEA adjusted EBIT⁽⁴⁾

YoY+49%

US\$203mn 2023  US\$303mn 2024

SEA adjusted EBIT%

+1.7 pcts

7.7% 2023  9.4% 2024

China adjusted EBITDA

constantly profitable

US\$31mn 2023  US\$427mn 2024

China adjusted EBIT

turned profitable for the first time

(US\$236mn) 2023  US\$147mn 2024

- Adjusted EBITDA (a non-IFRS measure) ("adjusted EBITDA") was defined as profit/(loss) for the period adjusted by adding back (i) share-based payments and expenses, (ii) fair value changes arising from the financial liabilities of the Company at fair value through profit or loss, (iii) listing expenses, (iv) depreciation and amortization, (v) finance income, (vi) finance costs, and (vii) income tax expenses.
- Adjusted net profit/loss (a non-IFRS (as defined below) measure) ("adjusted net profit/loss") was defined as profit/(loss) for the period adjusted by adding back (i) share-based payments and expenses, (ii) fair value changes arising from the financial liabilities of the Company at fair value through profit or loss, and (iii) listing expenses.
- Free cashflow = operating cashflow - capex.
- Adjusted EBIT (a non-IFRS measure) ("adjusted EBIT") was defined as profit/(loss) for the period adjusted by adding back (i) share-based payments and expenses, (ii) fair value changes arising from the financial liabilities of the Company at fair value through profit or loss, (iii) listing expenses, (iv) finance income, (v) finance costs, and (vi) income tax expenses.



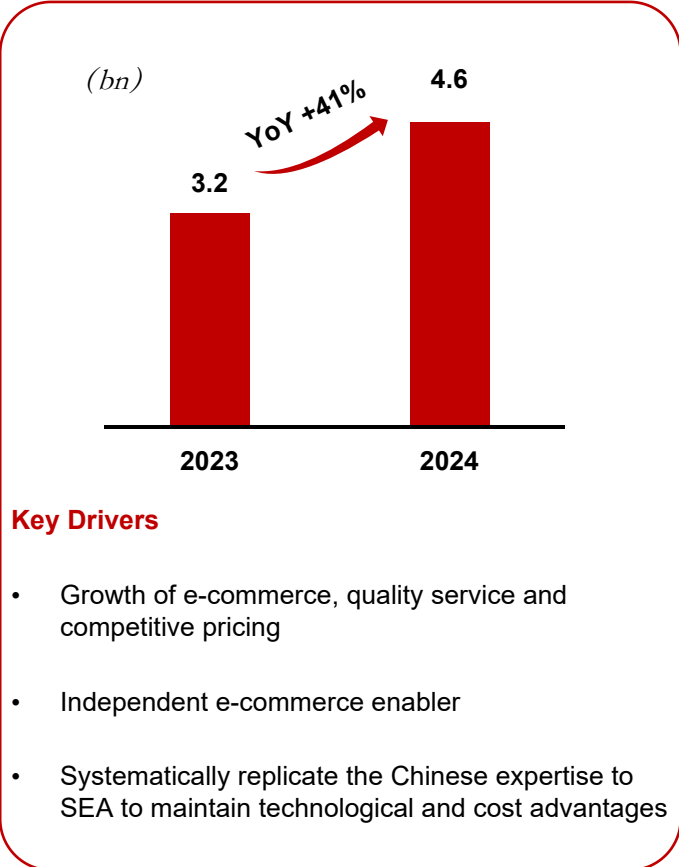
Section 2

Segment Review

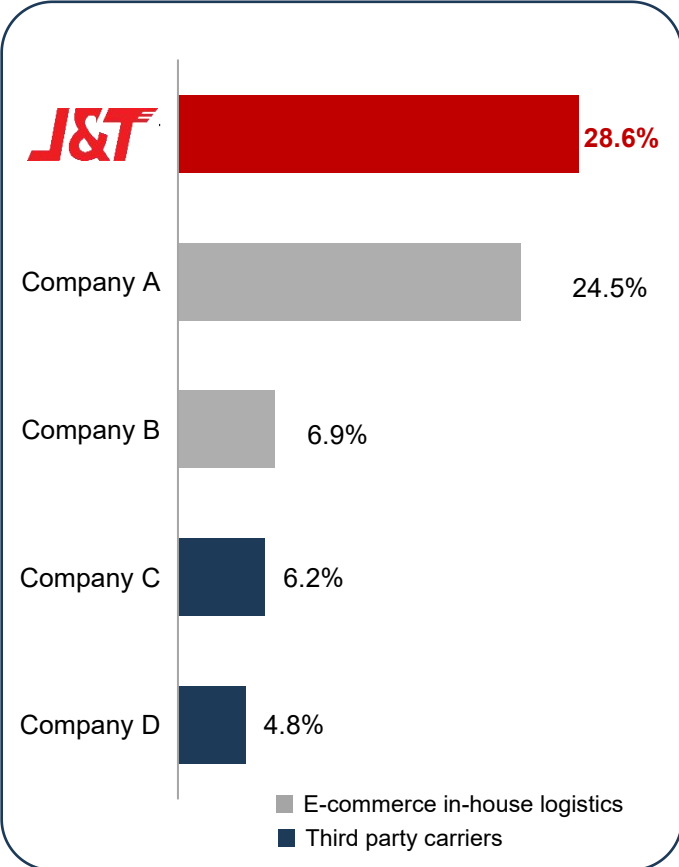


SEA - Ranked First for 5 Consecutive Years

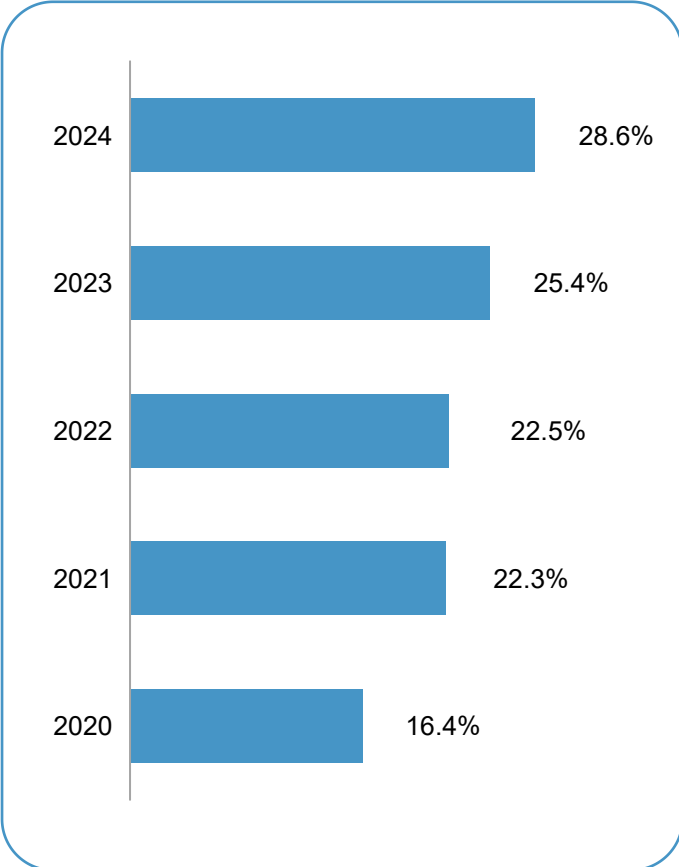
Parcel Volume Continues to Grow



Leading Position in SEA



Ranked First for 5 Consecutive Years



Seize the Growth Opportunities of E-commerce Platforms

Global E-commerce Customers



Regional E-commerce Customers



Continuously develop non-platform Customers



Reduce Sorting Cost

- Learn from China's advanced equipment and equipment systems
- Upgrade sorting center and automated sorting machines
- +16 automated sorting machines, total 51

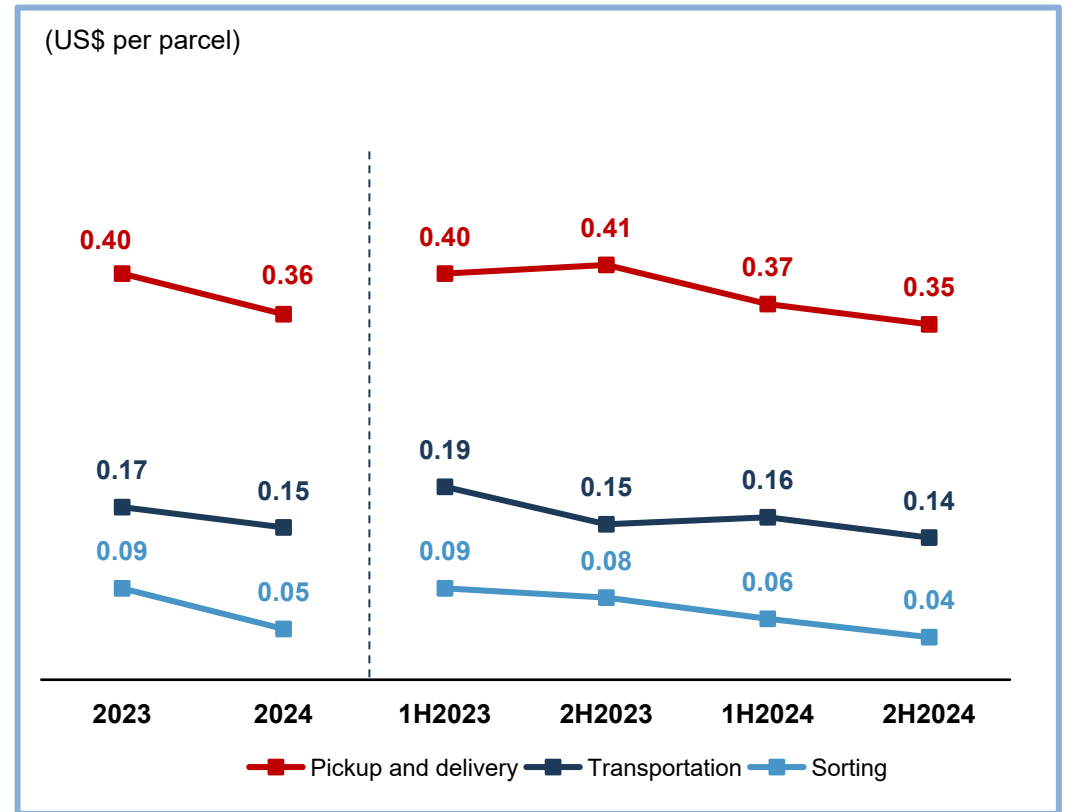
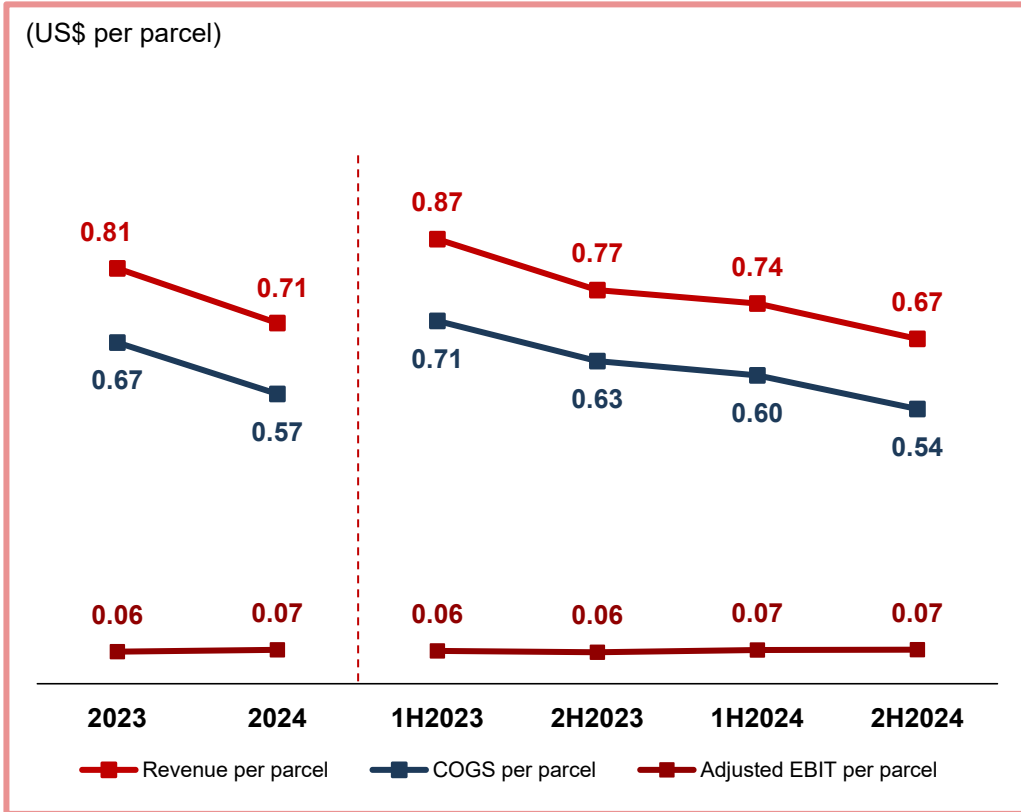


Reduce Transportation Cost

- Build a highly efficient self-owned fleet
- Introduce Chinese suppliers to open up sales channels and maintenance networks
- 4,600 line-haul vehicles, of which 1,700 are self-owned. +400 self-owned vehicles in 2024



SEA - Healthy Unit Economics



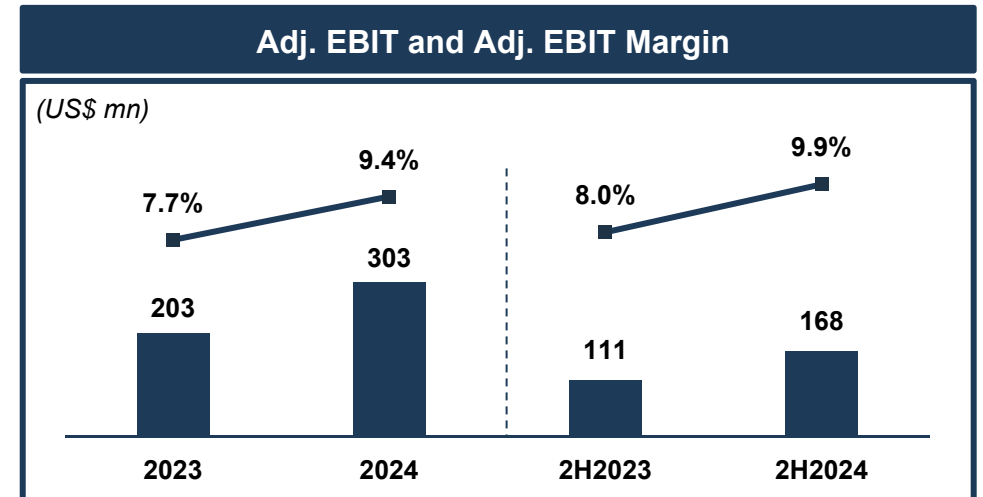
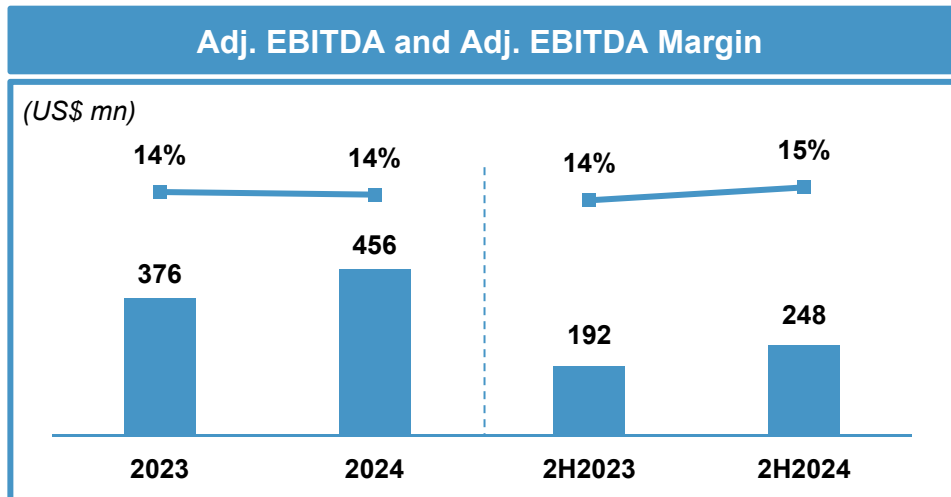
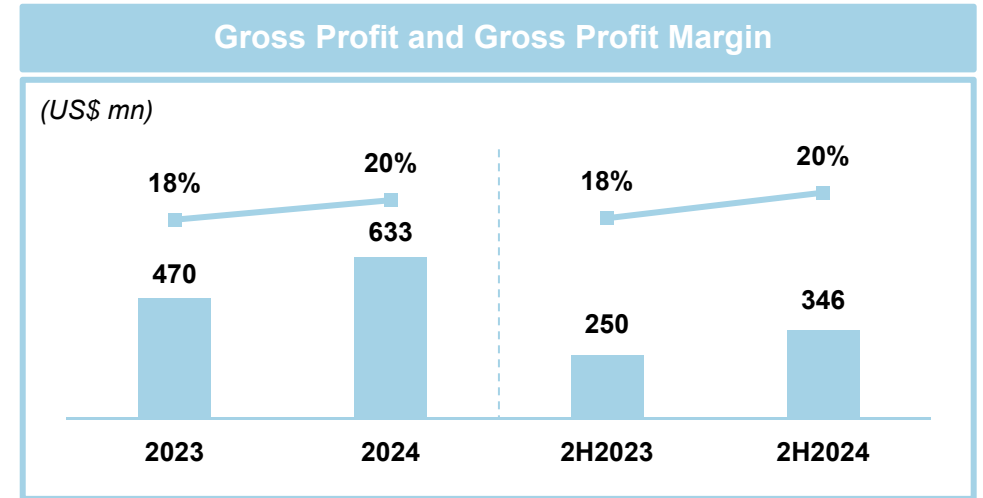
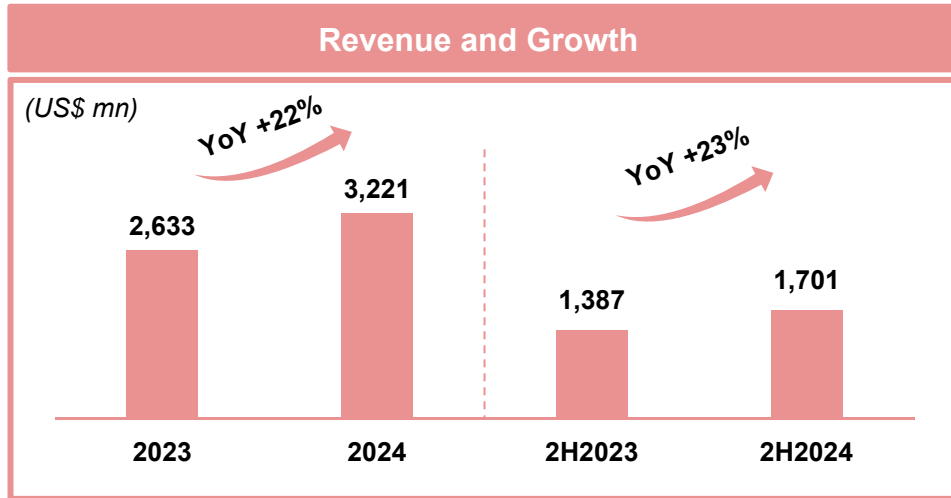
FY2024 vs FY2023

- Flexible pricing strategy to gain more market share
- Leveraging the know-how from China to SEA to reduce costs
- Stable adjusted EBIT per parcel

FY2024 vs FY2023

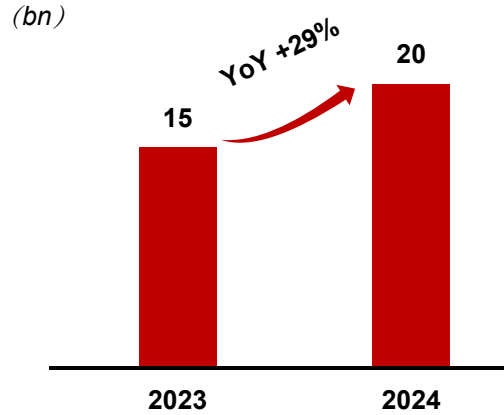
- Rationalize the salary structure to improve the work efficiency of outlets staff and couriers
- Combine Chinese experience with local conditions, build a self-owned fleet and optimize line-haul routes
- Invest in automated sorting equipment along with digital management tools to improve sorting efficiency

SEA - Maintain Healthy Profitability



China - Continue to Gain Market Share in 2024

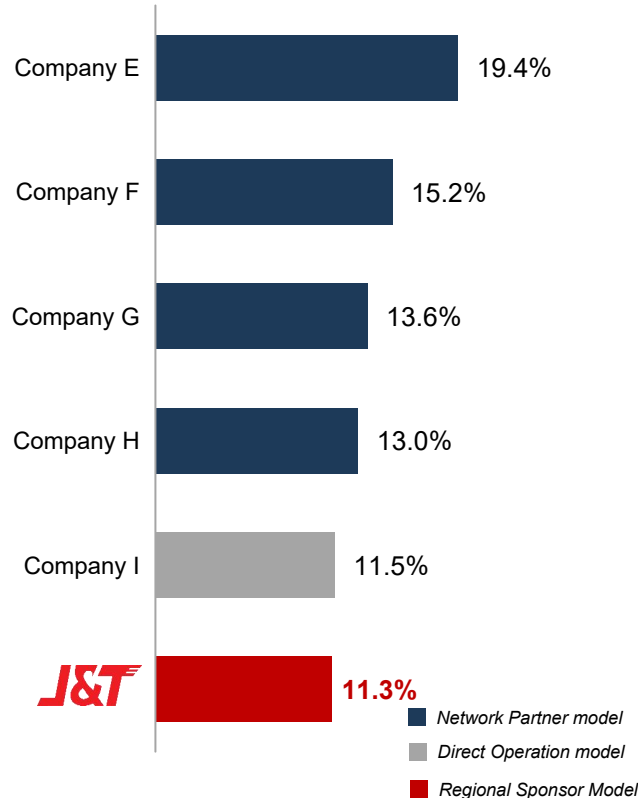
Parcel Volume Continues to Grow



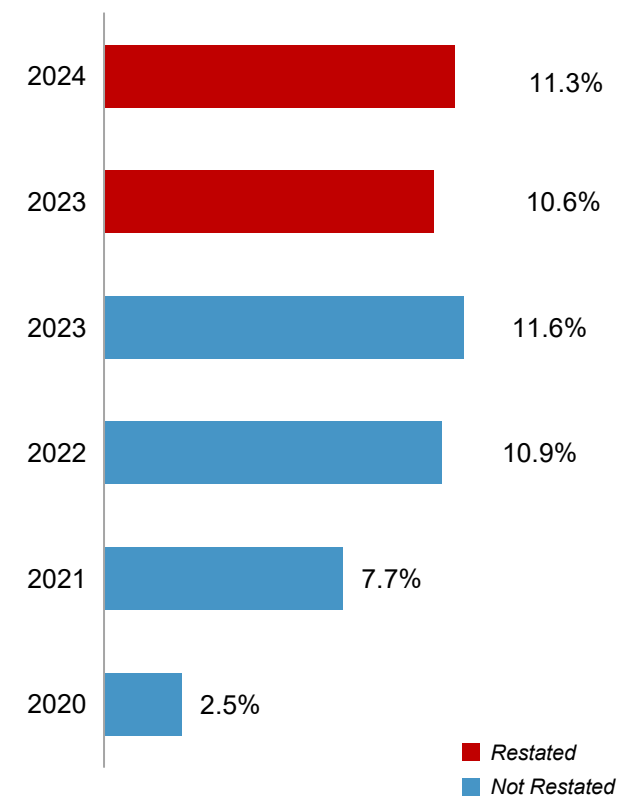
Key Drivers:

- Strengthen cooperation with all e-commerce platforms
- Seize the growth opportunities of social commerce
- Enhance service quality and brand image
- Improve customer mix and accumulate a high-quality customer base
- Expand into lower-tier cities

Top 5 Player⁽¹⁾



Continue to Gain Market Share



1.The industry numbers have been restated since 2024 according to the stats disclosed by the State Post Bureau of the PRC.

2.The rankings of express delivery companies in the Chinese market presented here reflect those operating under a franchise model.

China - Enhance Customer Experience and Develop Branded Customers and Lower-tier Markets

Enhance Brand Image and Customer Experience

- **Enhance Marketing Capabilities:** Provide professional marketing experience training to network partners and collaborate with them to cultivate high-quality customers, thus enhancing customer quality and profitability.
- **Intelligent Early-Stage Warning and Parcel Tracking:** Leverage digital analytics tools to preemptively identify parcels with irregularities and address the issues before they worsen
- **Immediate Response and Rapid Claims Processing:** Enhance the response speed of customer service by ensuring ultra-fast claims settlement within one hour and effectively handling inquiries and complaints within one day



Establish Special Project to Develop Branded Customers

蓝月亮



百草味



Break Into the Low-tier Market through Key Projects

Continuously penetrating the lower-tier markets:

- **Parcel Aggregation Project:** Cooperating with e-commerce platforms to consolidate parcels and then deliver to remote areas, such as Xinjiang, Gansu. As the end of 2024, J&T has covered 99.6% of the villages in Xinjiang
- **Projects to Assist Agriculture:** Setting up green channels for parcels of agricultural products to reduce delivery time



(J&T Express in Xinjiang)

Build an efficient self-owned fleet

- **Increasing Self-owned Vehicles to Reduce Transportation Costs:** 4,900 self-owned line-haul vehicles, +1,100 in 2024
- **Intelligent Planning to Improve Loading Rate:** Leverage intelligent forecasting technology to precisely plan routes and boost vehicle loading rates



Improve the Capabilities of Outlets

- **Service Station⁽¹⁾:** Establish service stations to enhance delivery efficiency and expand the customer base for individual parcels. Over 32,000 service stations in operation
- **Investment in Automated Sorting Machines in Outlets:** Supporting outlets to invest in automated sorting machines. In 2024, the number of automated sorting machines increased by 80%



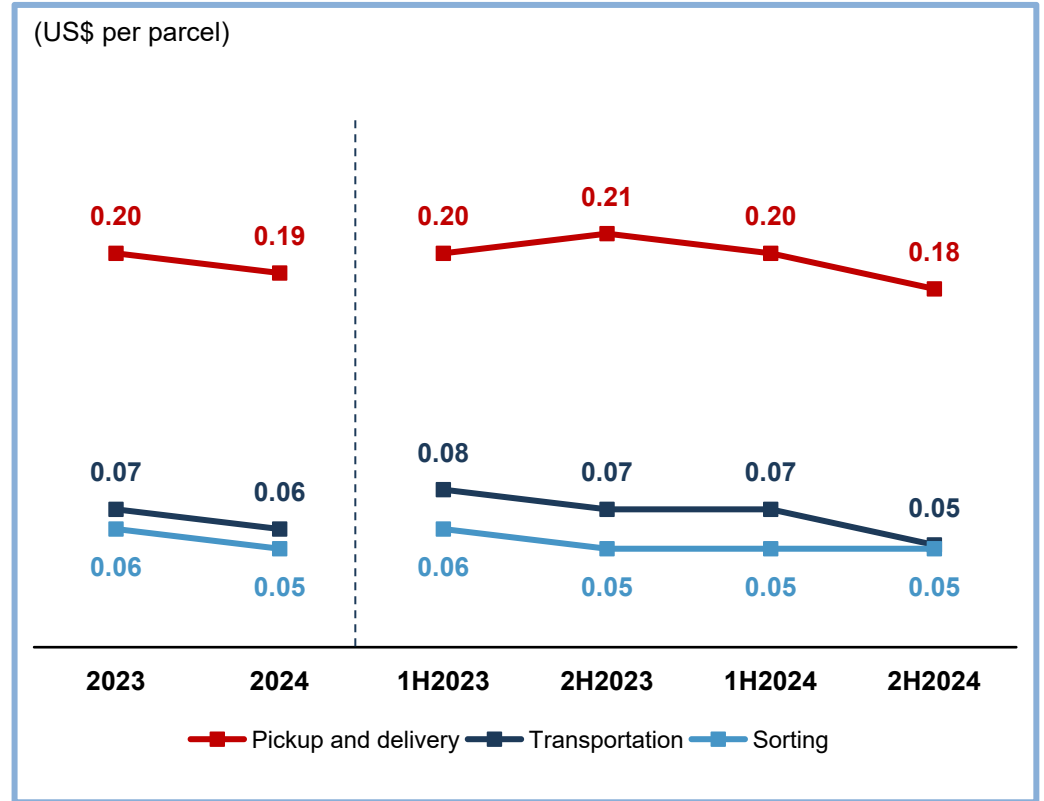
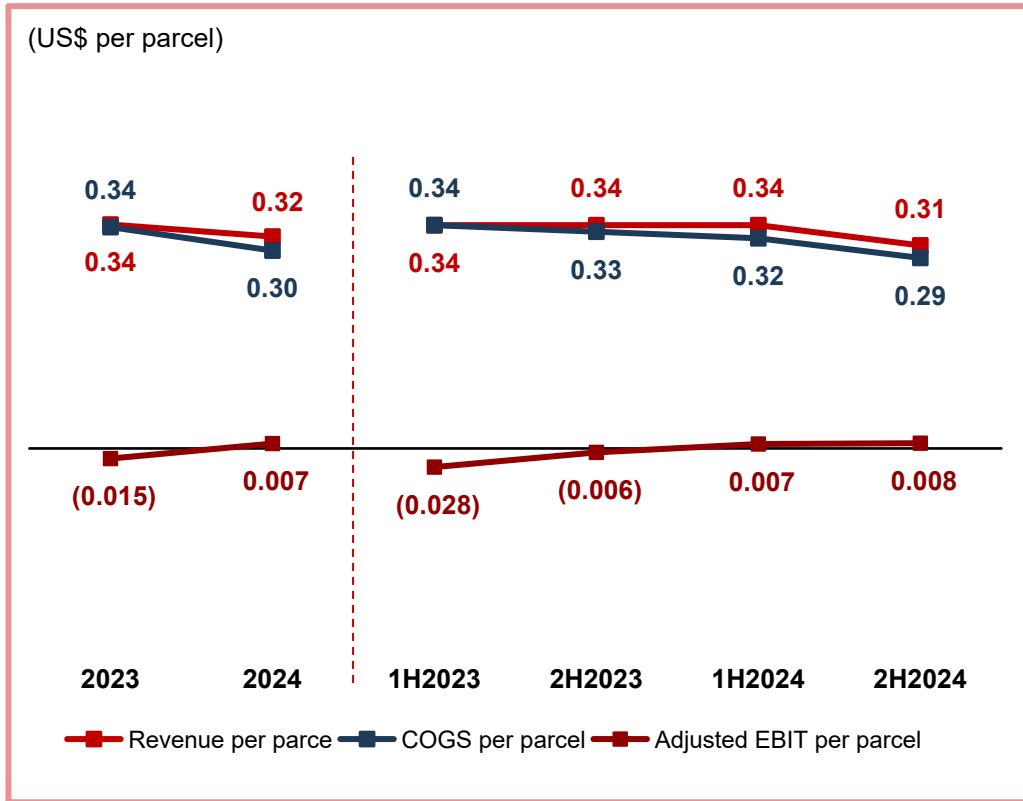
Upgrade Sorting Centers

- **Investment in Automated Sorting Machines:** 226 sets of automated sorting machines in total, +27 sets in 2024
- **Self-built Sorting Centers:** Selectively self-built sorting centers in core hubs to enhance network capacity and efficiency. Yangzhou Sorting Center put into operation in 2024, Guangzhou Sorting Center is expected to commence operation in 2025



1.Refer to service stations operated by J&T or its network partners

China - Improved Unit Economics



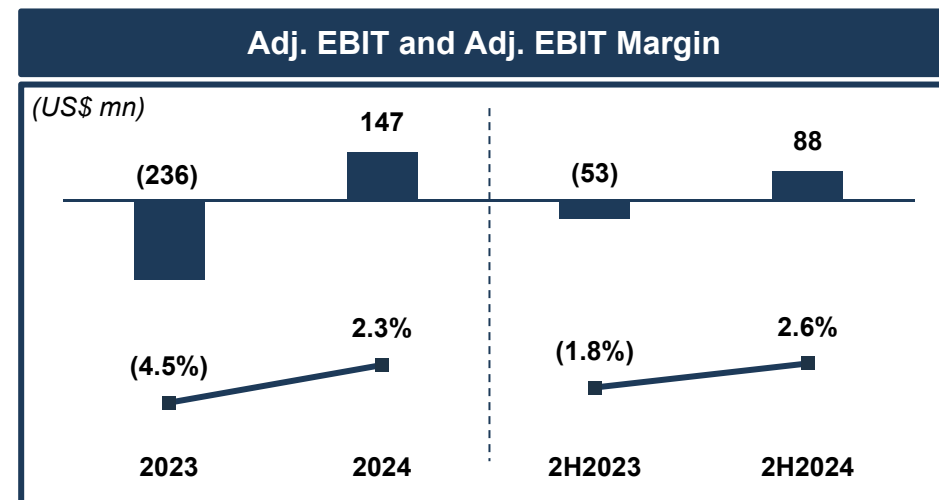
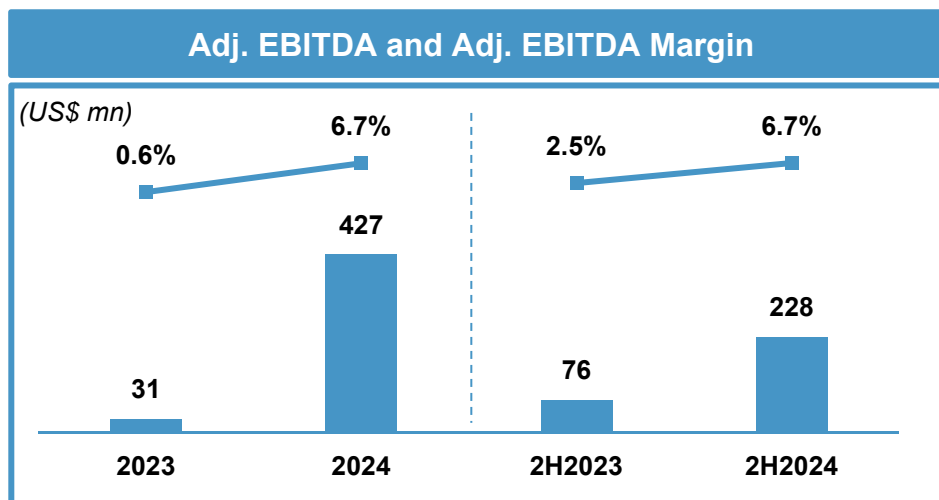
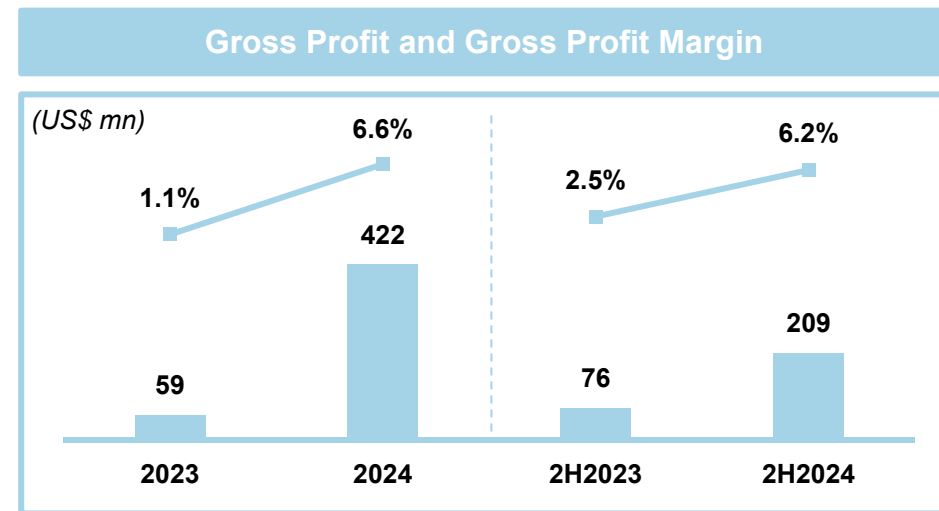
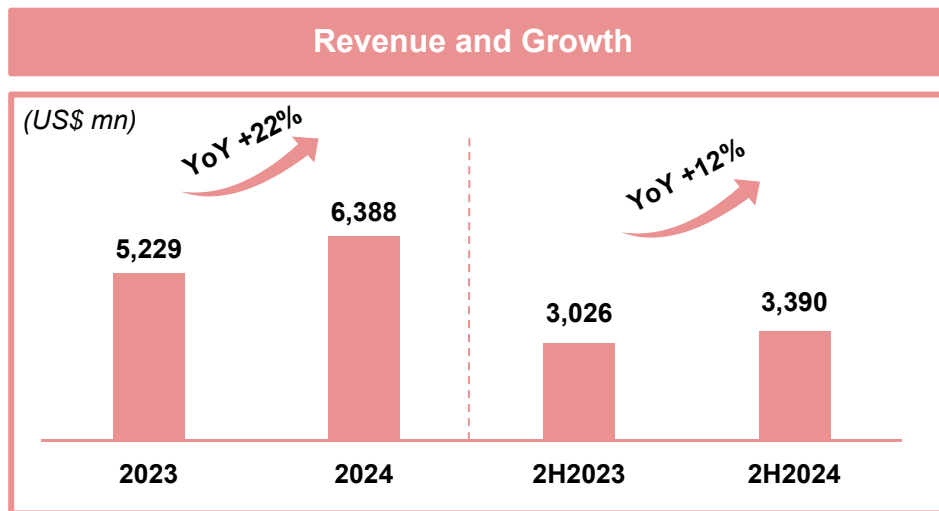
FY2024 vs FY2023

- Supported by optimized volume mix with more reverse parcels and individual parcels, revenue per parcel slightly dropped under the backdrop of industry competition
- Cost reduction through scale and refined management
- Adjusted EBIT per parcel turned profitable

FY2024 vs FY2023

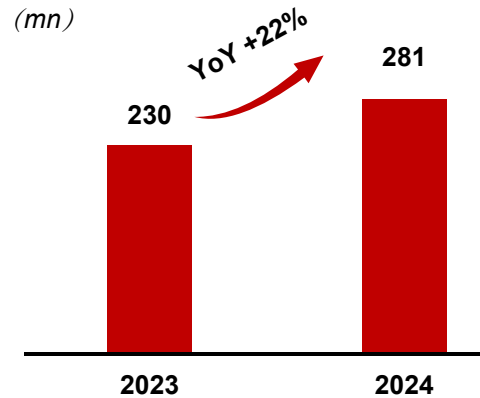
- Structure payouts according to industry-standard weight tiers while promoting outlets investment in automated equipment to enhance operational efficiency and stability
- Investment in self-owned line-haul vehicles and increasing the use of high-capacity vehicles to maximize loading efficiency
- Upgrade the automated equipment and improve the efficiency of sorting personnel

China - Adjusted EBIT Turned Profitable for the first time



New Markets - Growing Together with Partners with annual parcels over 281mn

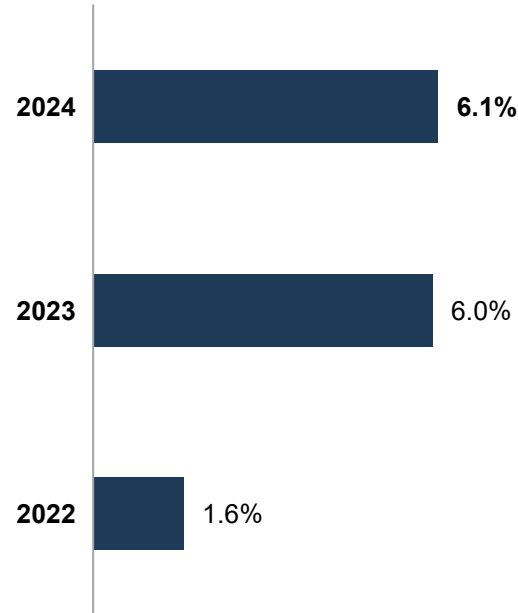
Parcel Volume Continues to Grow



Drivers:

- Seize the growth opportunities of e-commerce globalization
- Expanding partnership with (1) global e-commerce such as TikTok, Shein, Temu and (2) regional e-commerce such as Noon, Salla
- Continuous investment in infrastructure with 900 outlets added to enhance network capacity

Further Grow Market Share to 6.1%



Ranked Top 5 in Mexico, Saudi Arabia, the UAE and Egypt

Growing Together with Partners

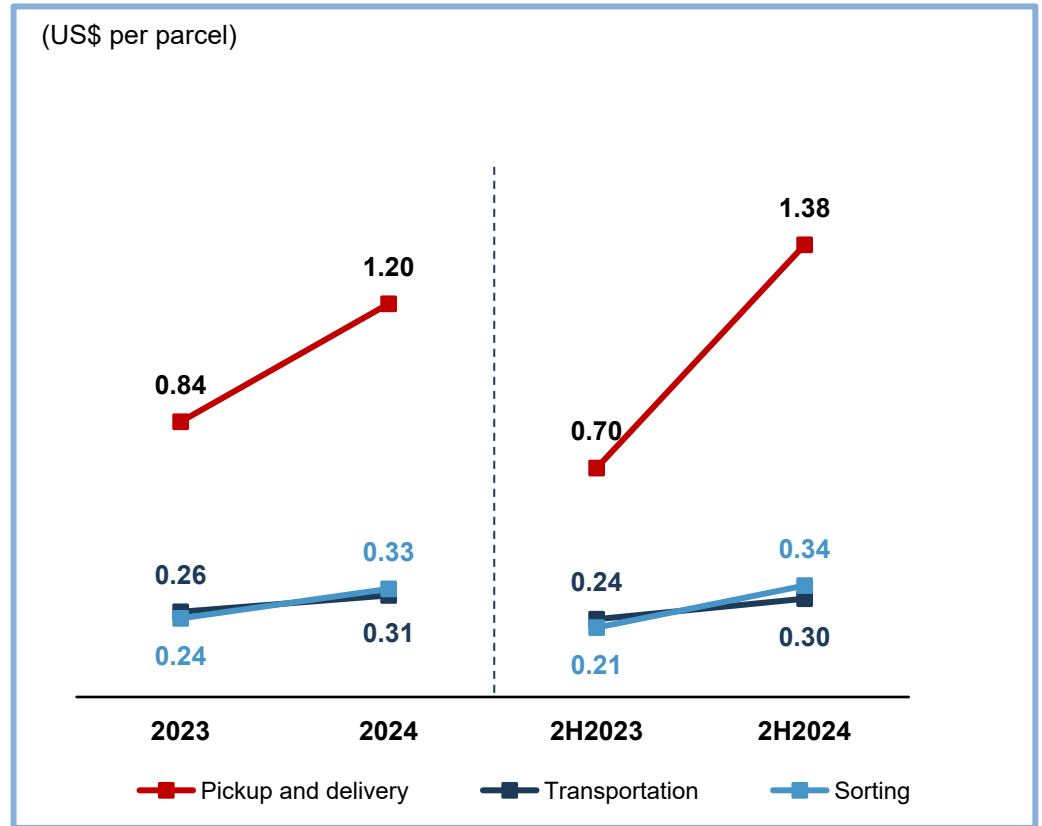
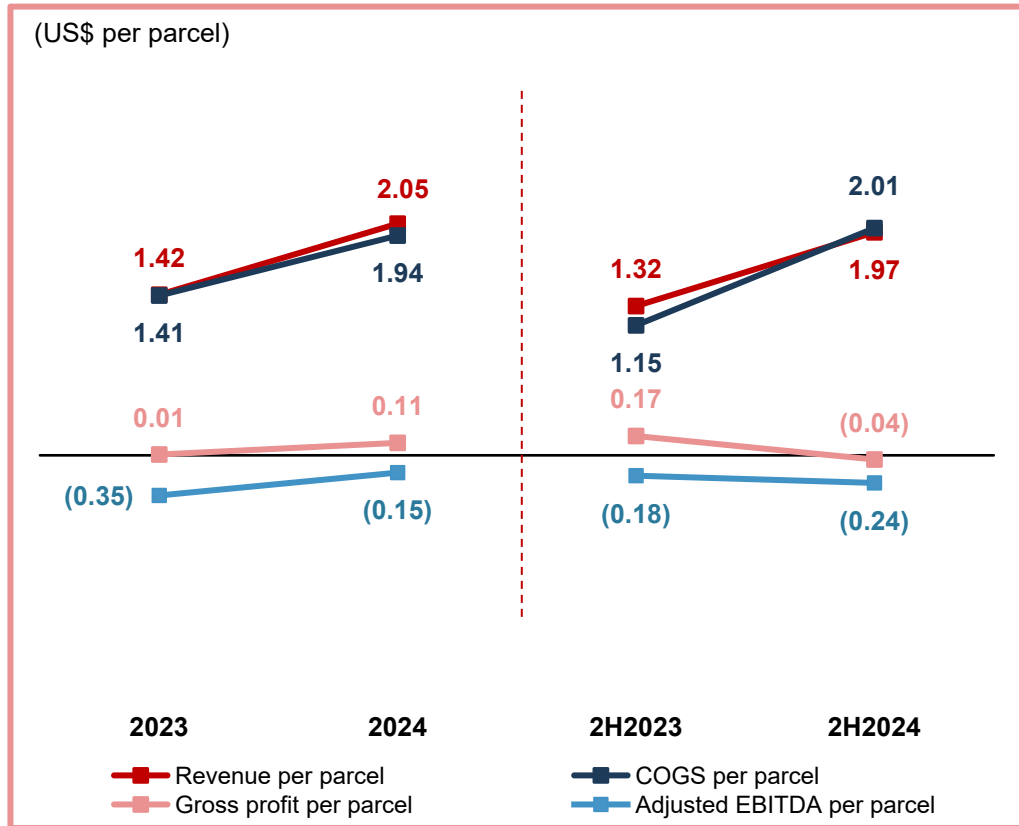
Global E-commerce Customers



Regional E-Commerce Customers



New Markets - Improved Unit Economics



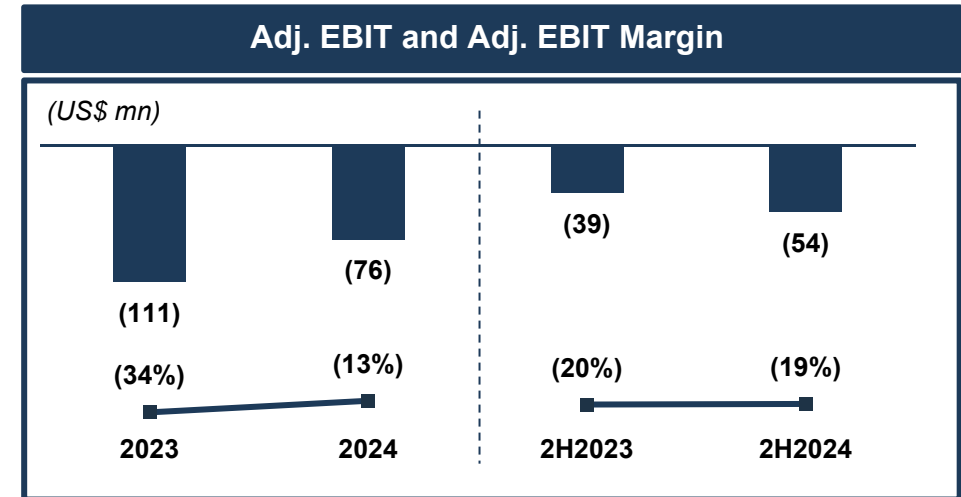
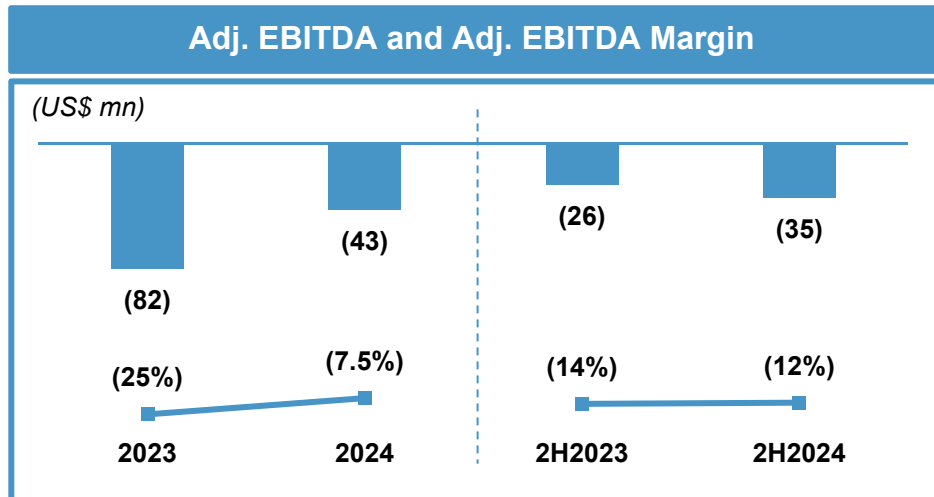
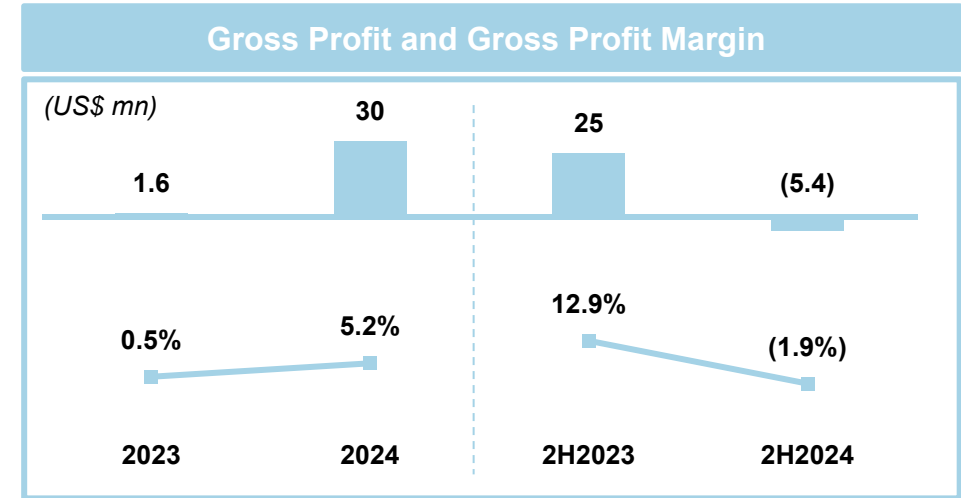
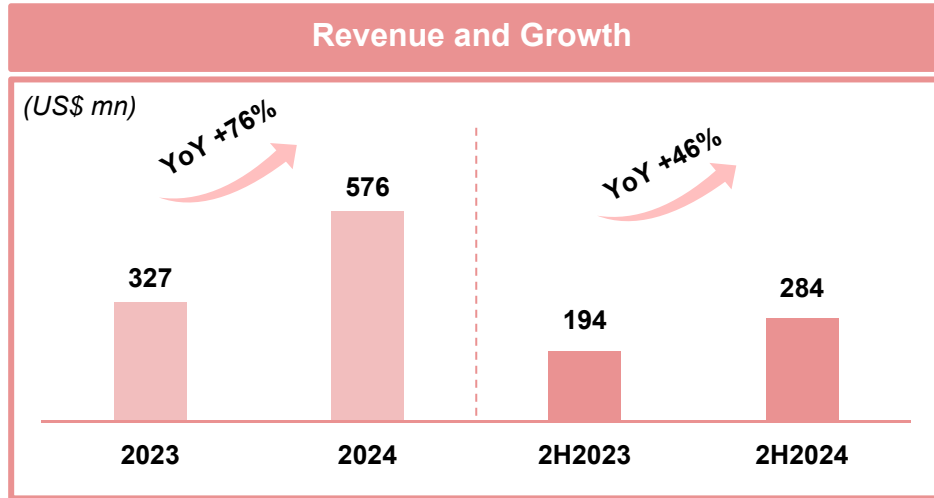
FY2024 vs FY2023

- Changes in revenue per parcel mainly due to changes in volume mix of different countries and the volume structure
- Certain country in New Markets adjusted its network in response to market fluctuations, which negatively impacted its financial performance in 2H2024

FY2024 vs FY2023

- New Markets is still growing rapidly, thus the trend of unit costs fluctuates. It needs a longer period to show a stable trend

New Markets - Losses Narrowed Significantly with Improved Efficiency





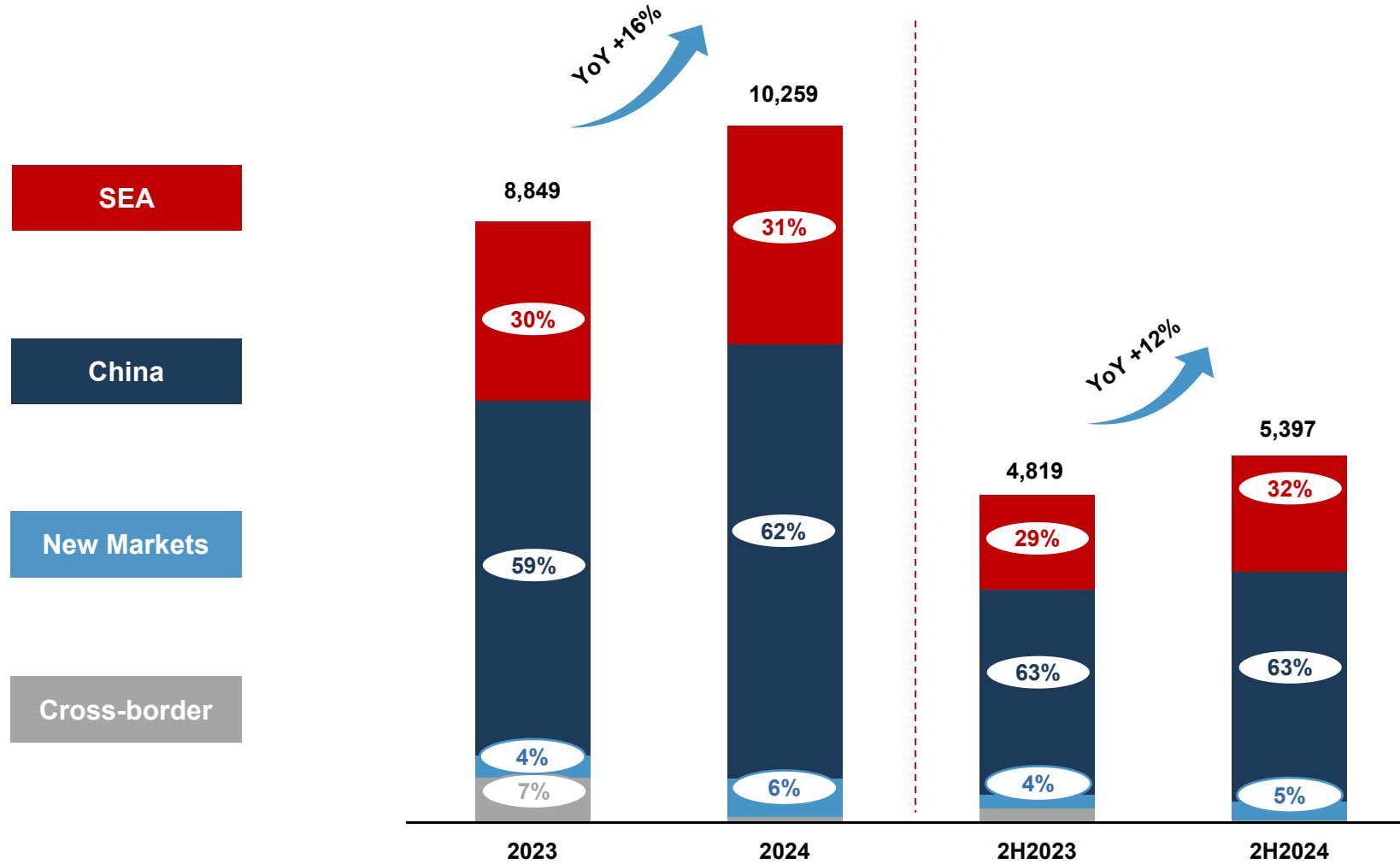
Section 3

Group Financial Review



Group Revenue and Segment percentage

(US\$ mn)



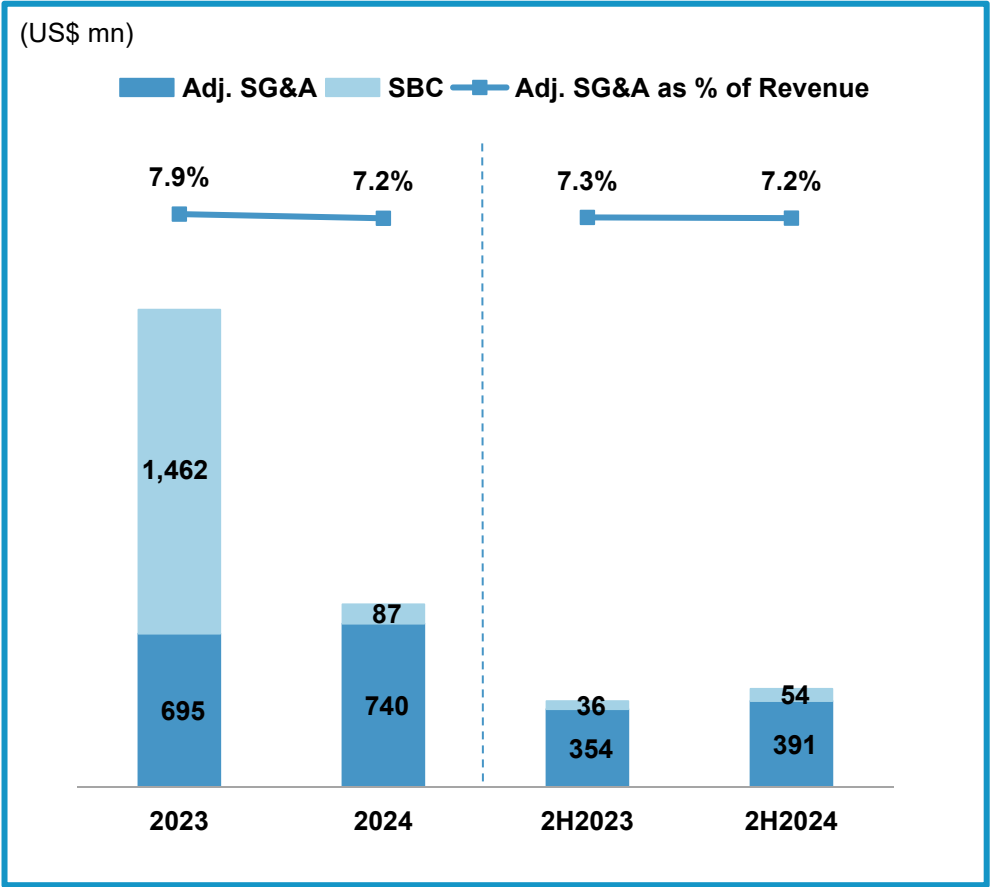
Group and Segment Profit

(US\$ mn)

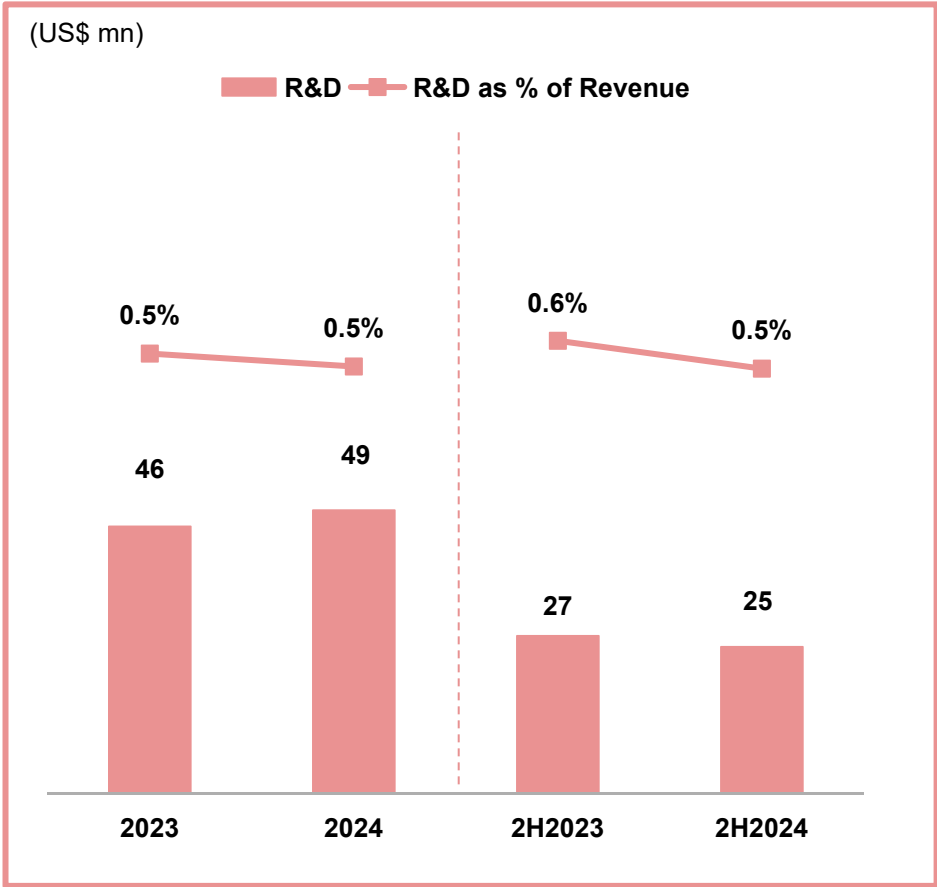
	FY2024						FY2023					
	SEA	China	New Markets	Cross-border	Un-allocated	Group	SEA	China	New Markets	Cross-border	Un-allocated	Group
Revenue	3,221	6,388	576	75	-	10,259	2,633	5,229	327	660	-	8,849
Costs	2,588	5,966	546	82	-	9,181	2,163	5,170	325	718	-	8,376
Gross Profit	633	422	30	-7.1	-	1,078	470	59	1.7	-58	-	473
<i>Gross Margin</i>	<i>20%</i>	<i>6.6%</i>	<i>5.2%</i>	<i>-9.5%</i>	<i>n.a</i>	<i>11%</i>	<i>18%</i>	<i>1.1%</i>	<i>0.5%</i>	<i>-8.8%</i>	<i>n.a</i>	<i>5.3%</i>
Adj. EBITDA	456	427	-43	-29	-33	778	376	31	-82	-107	-71	147
<i>Adj. EBITDA %</i>	<i>14%</i>	<i>6.7%</i>	<i>-7.5%</i>	<i>-39%</i>	<i>n.a</i>	<i>7.6%</i>	<i>14%</i>	<i>0.6%</i>	<i>-25%</i>	<i>-16%</i>	<i>n.a</i>	<i>1.7%</i>
Adj. EBIT	303	147	-76	-39	-33	301	203	-236	-111	-119	-71	-335
<i>Adj. EBIT %</i>	<i>9.4%</i>	<i>2.3%</i>	<i>-13%</i>	<i>-53%</i>	<i>n.a</i>	<i>2.9%</i>	<i>7.7%</i>	<i>-4.5%</i>	<i>-34%</i>	<i>-18%</i>	<i>n.a</i>	<i>-3.8%</i>
Adj. Net Profit						200						-432
<i>Adj. Net Profit %</i>						<i>2.0%</i>						<i>-4.9%</i>

Operating Leverage Driven by Economies of Scale

Adj. SG&A Expenses⁽¹⁾ and as % of Revenue



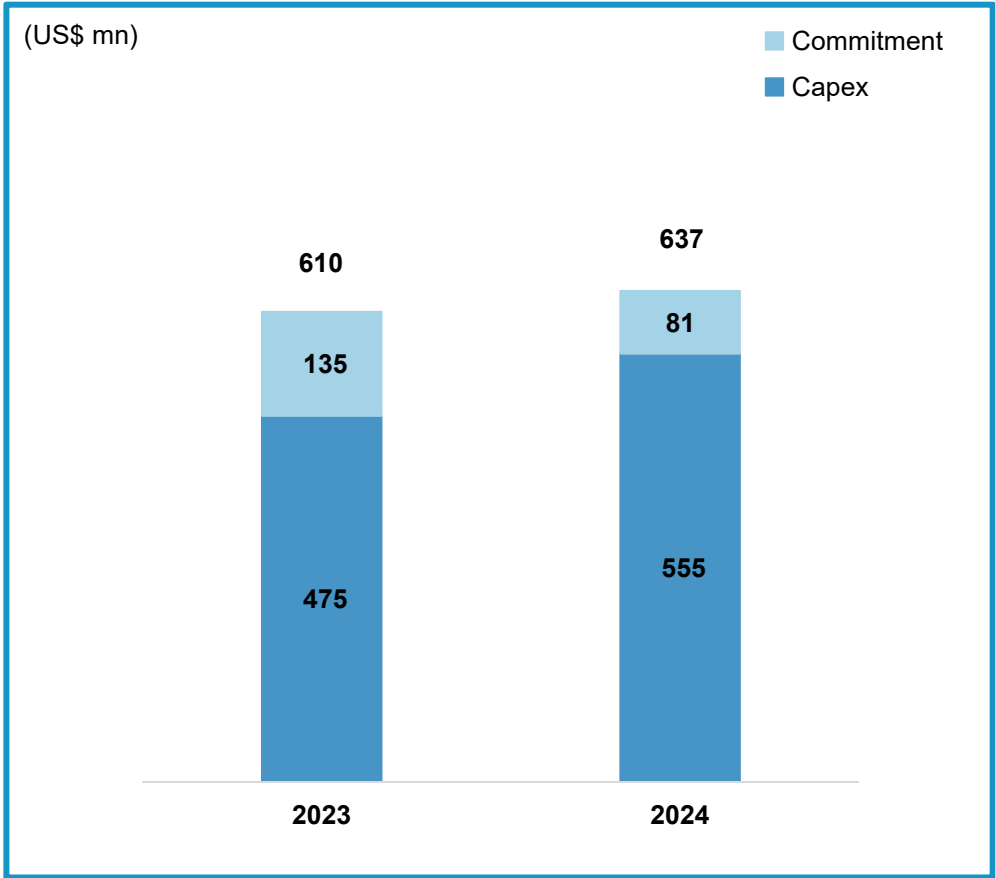
R&D Expenses and as % of Revenue



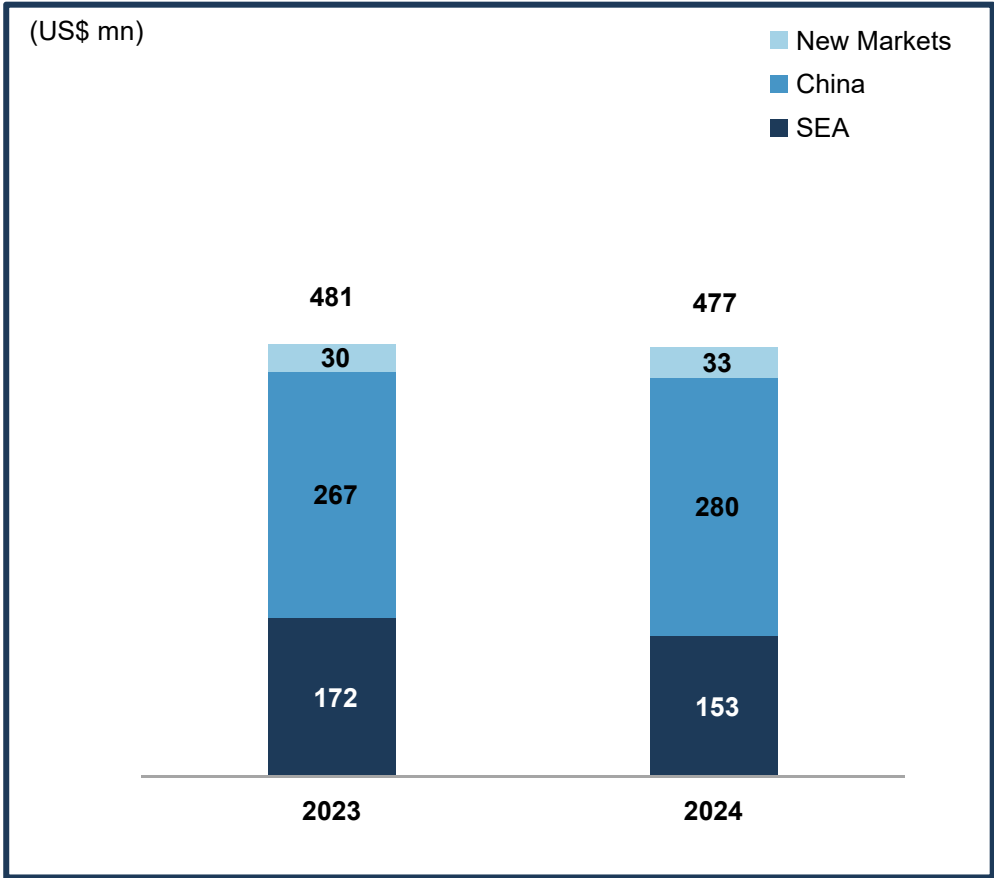
1. Adj SG&A = SG&A - SBC

Investment in Infrastructure

Capex & Commitment

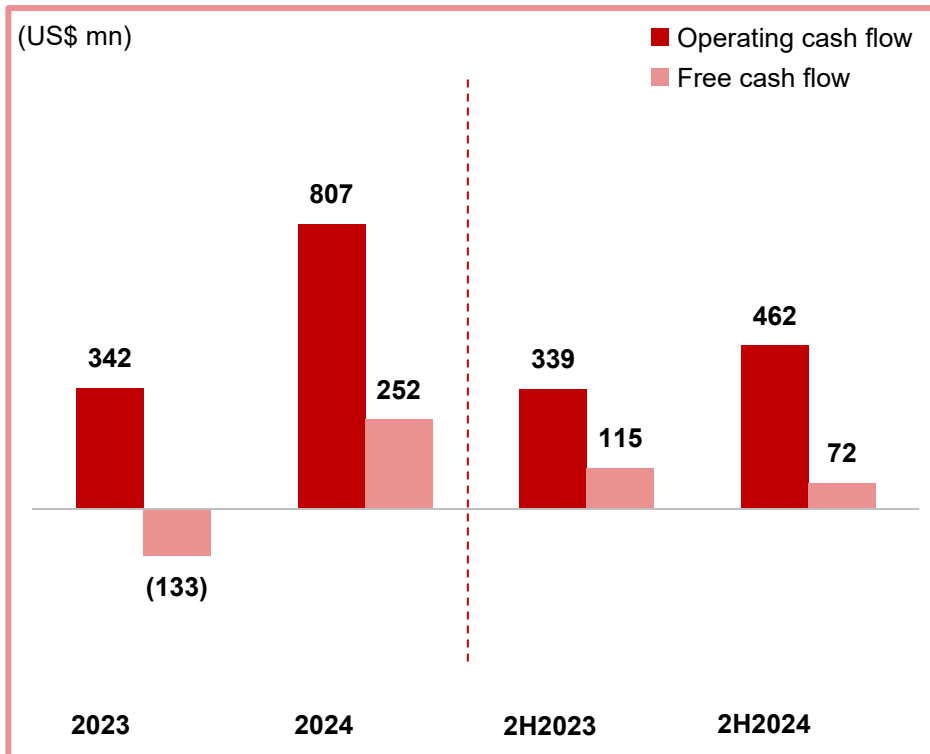


D&A (including ROU)



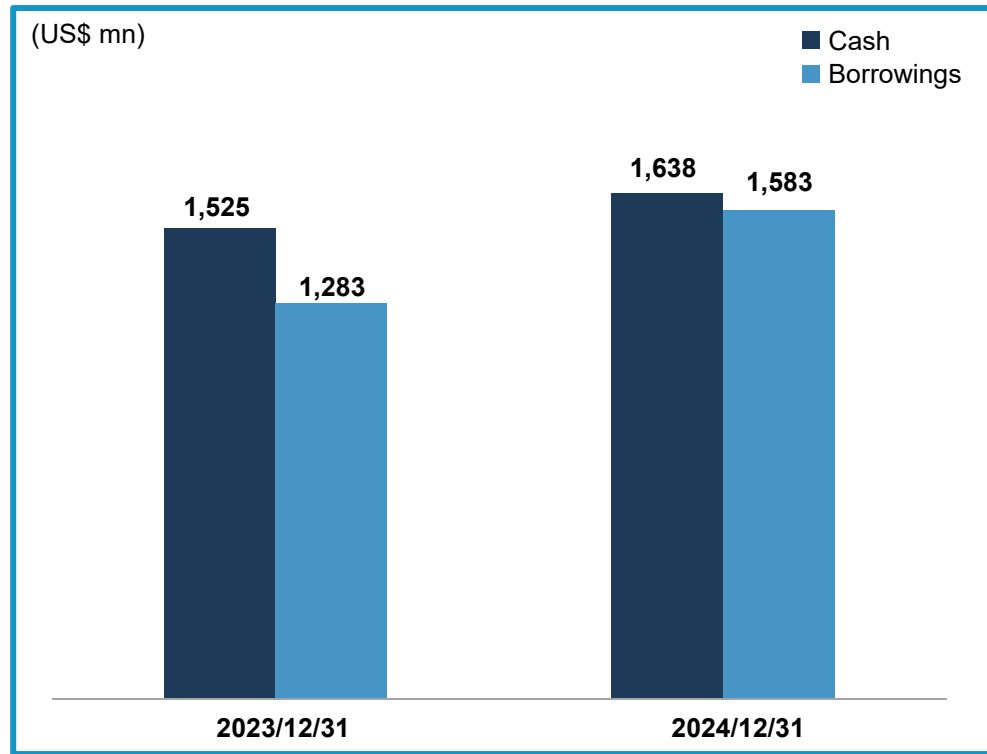
Positive Cash Flow and Healthy Cash Position

Operating Cash Flow and Free Cash Flow



- Free cashflow = operating cashflow - capex
- Operating cashflow and free cashflow continue to turn positive

Cash Position and Borrowings



- As of 2024/12/31, borrowings included a syndicated loans of US\$1.25bn due in October 2027

J&T EXPRESS
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Section 4

Growth Strategies





1



Focus on Southeast Asia and China markets to consolidate our market position

2



Steadily enhance our market position in New Markets

3



Seize the significant growth opportunities as e-commerce platforms expand globally

4



Refined management, continuous cost reduction and empower overseas operations with China know-how

5



Strengthen the brand, continuously expand non-platform customers, and improve profitability

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Appendix



CONSOLIDATED BALANCE SHEETS

USD'000	2024/12/31	2023/12/31
Non-current assets		
Investment properties	243	278
Property, plant and equipment	1,385,538	1,178,690
Right-of-use assets	477,207	503,073
Intangible assets	1,118,688	974,525
Investments accounted for using the equity method	2,143	2,729
Deferred income tax assets	74,675	53,813
Other non-current assets	50,550	25,423
Financial assets at fair value through profit or loss	572,770	725,577
	3,681,814	3,464,108
Current assets		
Inventories	21,620	34,756
Trade receivables	680,180	555,978
Prepayments, other receivables and other assets	1,171,904	971,496
Financial assets at fair value through profit or loss	101,196	49,957
Restricted cash	40,861	41,921
Cash and cash equivalents	1,596,931	1,483,198
	3,612,692	3,137,306
Total assets	7,294,506	6,601,414

USD'000	2024/12/31	2023/12/31
EQUITY		
Share capital	18	18
Share premium	9,061,736	9,061,736
Treasury shares	(19,420)	-
Other reserves	(190,781)	(185,273)
Accumulated losses	(6,026,240)	(6,126,799)
	2,825,313	2,749,682
Non-controlling interests	(302,765)	(270,083)
Total equity	2,522,548	2,479,599
Non-current liabilities		
Borrowings	1,320,550	1,071,313
Lease liabilities	296,728	304,316
Deferred tax liabilities	15,312	15,808
Employee benefit obligations	6,350	13,082
Financial liabilities – redemption liabilities of shares of JNT Express KSA LLC	65,958	36,740
Financial liabilities at fair value through profit or loss	649,161	595,782
	2,354,059	2,037,041
Current liabilities		
Trade payables	589,860	466,904
Advances from customers	322,333	272,231
Accruals and other payables	1,023,909	888,942
Lease liabilities	172,442	204,341
Current income tax liabilities	35,381	30,601
Borrowings	262,642	211,236
Financial liabilities at fair value through profit or loss	11,332	10,519
	2,417,899	2,084,774
Total liabilities	4,771,958	4,121,815
Total equity and liabilities	7,294,506	6,601,414

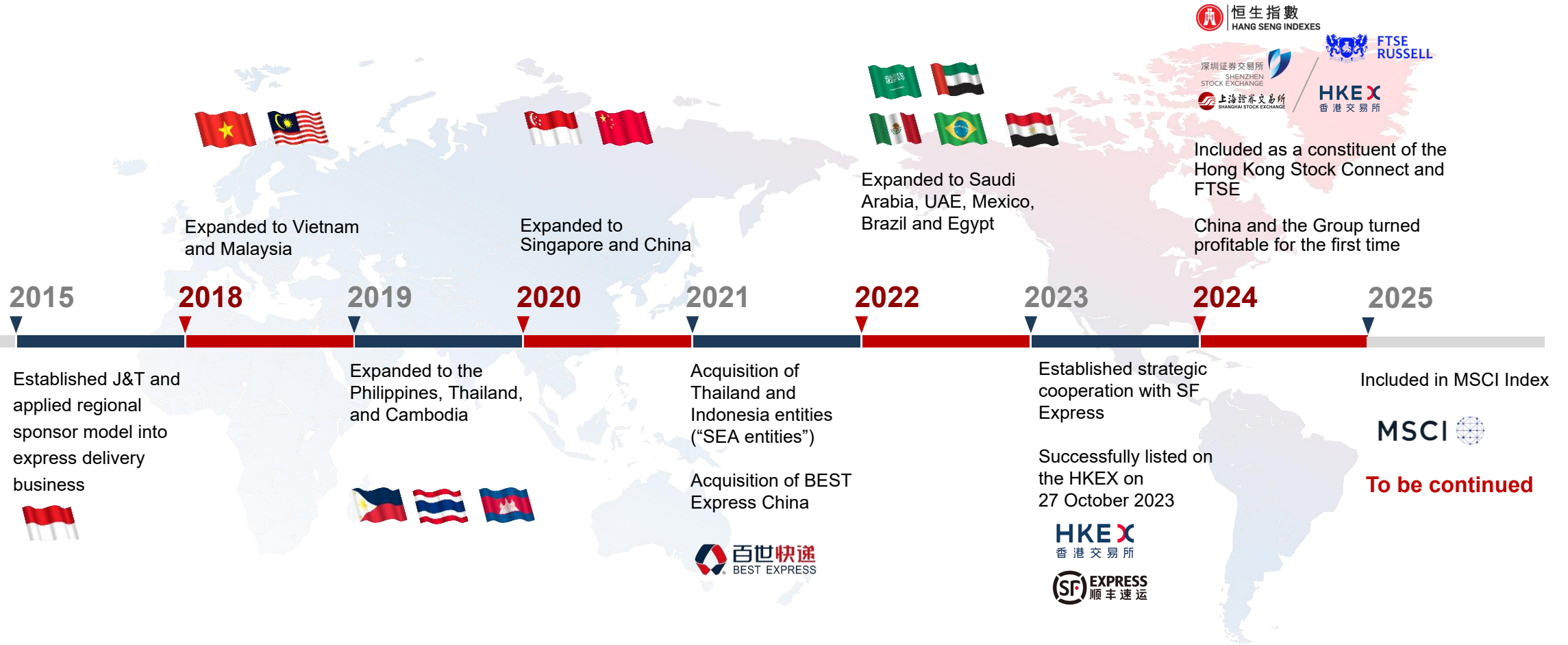
CONSOLIDATED INCOME STATEMENTS

<i>USD'000</i>	FY2024	FY2023
Revenue	10,259,104	8,849,251
Cost of revenue	(9,180,889)	(8,376,453)
Gross profit	1,078,215	472,798
Selling, general and administrative expenses	(826,715)	(2,157,413)
Research and development expenses	(48,889)	(46,091)
Net impairment losses on financial assets	(11,266)	(26,928)
Other income	10,227	46,263
Other income/(losses), net	8,971	(55,179)
Operating profit/(loss)	210,543	(1,766,550)
Finance income	40,671	24,755
Finance costs	(126,175)	(105,089)
Fair value change of financial assets and liabilities at fair value through profit or loss	4,463	707,925
Share of results of associates	(352)	(237)
Profit/(loss) before income tax	129,150	(1,139,196)
Income tax expense	(15,446)	(17,182)
Profit/(loss) for the year	113,704	(1,156,378)
Attributable to:		
Owners of the Company	100,559	(1,100,988)
Non-controlling interests	13,145	(55,390)
Non-IFRS measure		
Adjusted net profit/(loss)	200,333	(432,277)
Adjusted EBITDA	778,279	146,694
Adjusted EBIT	301,283	(334,761)

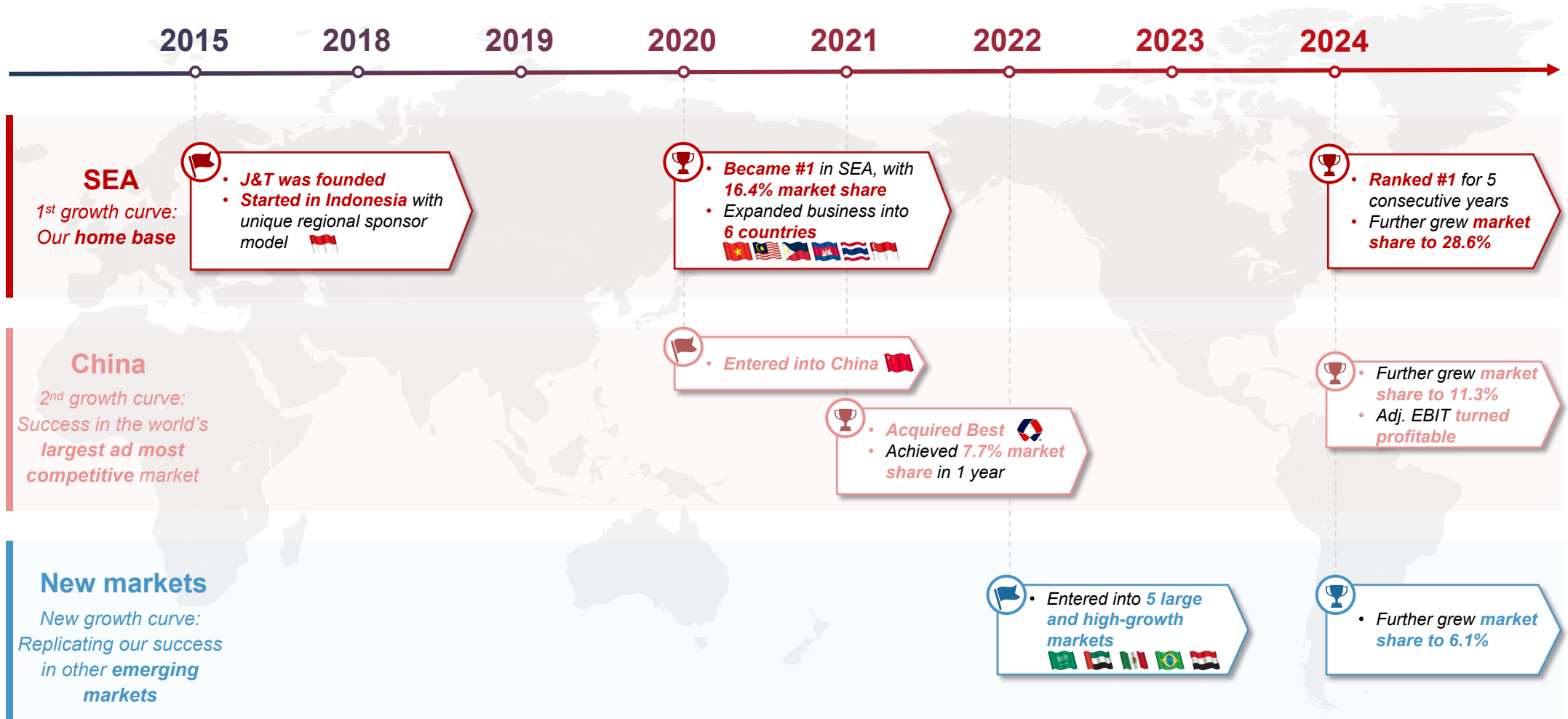
CONSOLIDATED STATEMENT OF CASH FLOWS

<i>USD'000</i>	FY2024	FY2023
Cash flows generated from operating activities	807,428	341,953
Net cash used in investing activities	(573,629)	(858,847)
Net cash (used in)/generated from financing activities	(99,964)	500,897
Net increase/(decrease) in cash and cash equivalents	133,835	(15,997)
Cash and cash equivalents at the beginning of the period	1,483,198	1,504,048
Effects of foreign exchange rate changes on cash and cash equivalents	(20,102)	(4,853)
Cash and cash equivalents at the end of the period	1,596,931	1,483,198

Our Journey

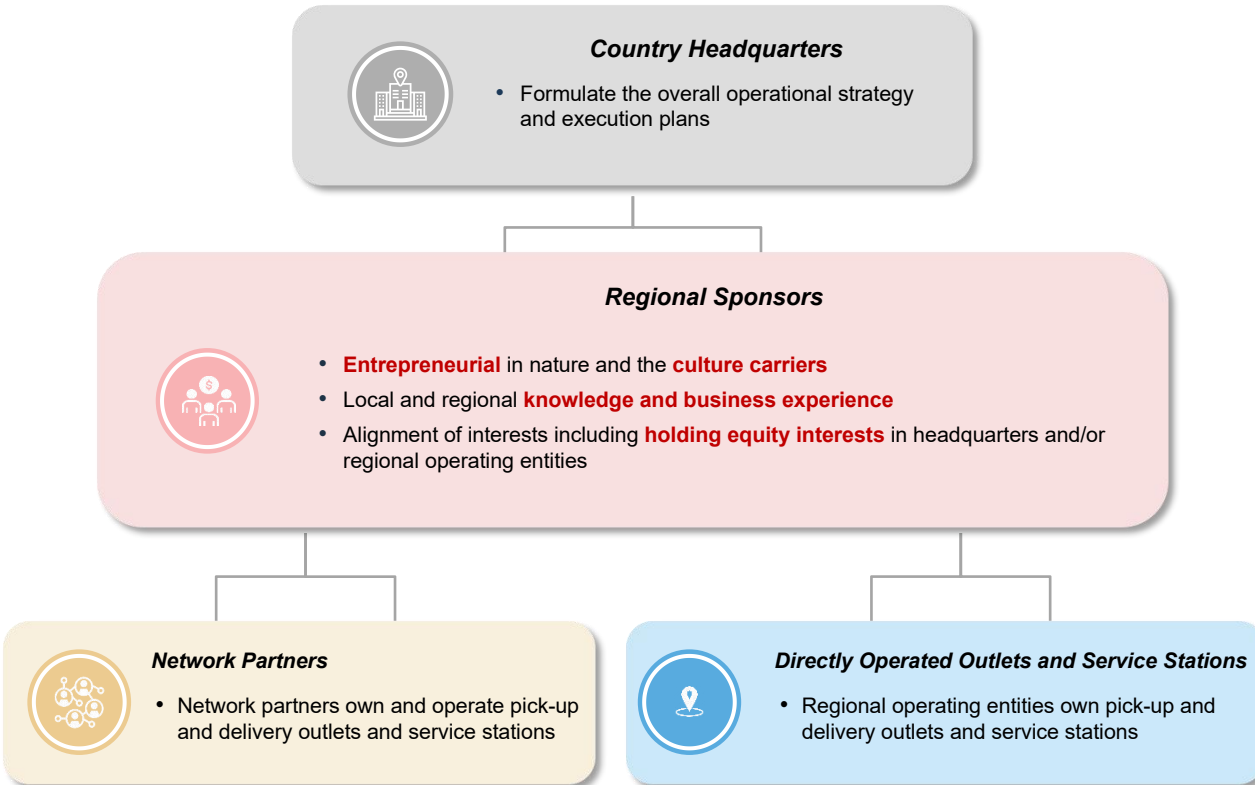


Replicate Our Success in SEA and China to New Markets



Scalable Regional Sponsor Model that Promotes Rapid Penetration in All Markets

Overview of J&T's Regional Sponsor Model



Key Advantages of Regional Sponsor Model



Aligned Interest and Culture

Incentive arrangements with regional sponsors based on performance



Highly Flexible and Adaptive

Adjust local operations in each market and successfully **replicated this model in multiple jurisdictions**



Strong Operational Control

Overcome operational challenges in each market with J&T's technology system



Lower Cost and Capital Requirement

Reduce unit costs and increase operating leverage without investing substantial capital by J&T

The Digital and Intelligent System Empowers the Enhancement of Global Operational Efficiency

J&T Digital Intelligence System

Base Layer

Digital Infrastructure
Self-built Computing Power
Cloud + Third-party Cloud Services



Empowering Operations in **13** Countries

Self-developed Digital Technology Platform
Global Unified
Framework + High portability



Platform Layer



Integrated Digital System



Address Resolution Platform

Dedicated Technology Center



Big Data Management Platform



Early Warning and Decision Making Platform



Large-scale AI model Platform



Application Layer

Digital Tools for Outlet Operations
+
Algorithmic planning of delivery strategies and routes
+
Dynamic Map AOI Technology

Pick-up and Delivery

Volume Forecasting and Intelligent Capacity Scheduling
+
Central Digital Management Dashboard
+
Automated Equipment Management System

Sorting

Line Optimization Big Data Algorithm
+
Digital Platform for Resource Scheduling
+
Predictive Alerting and Time Management

Transportation

Integrated Management Dashboard
+
Whole-link Monitoring, Alerting and Optimization
+
Large-scale AI model Application

Management

Continuous Investment in ESG to Support Sustainable Development

Environment

- **Full Lifecycle Green Management:** Actively develop green and low-carbon transfer centers and smart industrial parks, and promote the layout of renewable energy
- **Emissions Management:** Implement fuel consumption monitoring systems in various countries abroad, establish reward and penalty measures to promote fuel efficiency, and integrate these initiatives into KPI
- **ESG Environmental Management Goals:** Engage communities and schools in the operation area to jointly participate in environmental protection actions



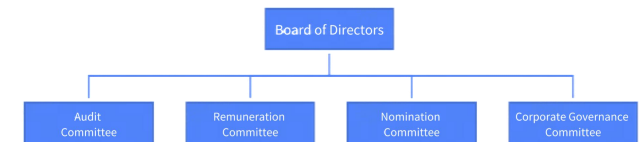
Society


- **Workplace Safety:** Prioritize safety management in critical areas throughout the entire supply chain, and fully implement safety assurance measures in transportation, sorting, pickup, and delivery operations.
- **Employee Welfare:** Provide global employees with benefits such as medical insurance, housing allowances, and training
- **Assisting Agriculture:** Build a pick-up and delivery network in rural areas, and help local farmers sell agricultural products across the globe



Corporate Governance


- **Company ESG Management:** Conduct ESG training programs for new hires and managers at the promotion level and above at headquarters and subsidiaries across various countries.
- **Compliance Management:** The overall compliance management framework is composed of the Corporate Governance Committee, the Compliance Risk Working Group, and the Compliance and Risk Management Team.
- **Business Ethics:** Established a comprehensive integrity management system along with strict anti-corruption and anti-bribery policies. Carry out routine monitoring actions and systematic integrity training program



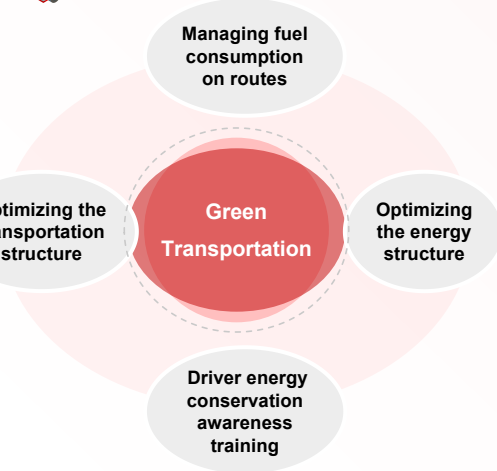


Comprehensive Green Packaging

- Accumulated approximately times of uses of reusable transit bags **31 mn+**
- Accumulated approximately times of uses of reusable transit bags **1,900 mn+**
- Approximate placement of fully degradable waterproof bags **3.7 mn+**
- Accumulated approximately times of uses of reusable transit bags **3.8 mn+**




Comprehensive Green Packaging



- In terms of trunkline transportation, by the end of 2024, J&T Express had cumulatively deployed over 1,300 LNG clean energy vehicles globally
- To support the operation of LNG clean energy vehicles, actively collaborate with gas stations and promote the procurement of 1,000+ tons of B5 biodiesel, achieving an industry-leading level in the application of green energy

Occupational Health and Safety

- We follow the work safety guidelines of “people oriented, safety first, precaution crucial” and continuously improve the construction of safety management system

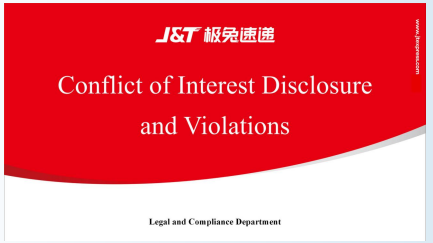


Fire Drill and Emergency Response Training in Indonesia

- Safety training sessions **57,000+**
- Safety training participants **1.0 mn+**

Occupational Health and Safety

- We are committed to establishing and maintaining a robust corporate governance framework and corporate governance practices. We believe that a sound corporate governance structure is conducive to safeguarding shareholders' interests, enhancing corporate value, and formulating the right business strategies



Conflict of Interest Disclosure and Violations
Legal and Compliance Department

- Female directors **28.6%**
- Total hours of anti-corruption Training **31,000+**
- Number of trainees receiving business ethics training **94,000+**
- Percentage of new employees signing the Commitment to Integrity in Business Practices **100%**

J&T EXPRESS

