



SF Holding

FY2024 Investor Presentation

Stock Code: 002352.SZ/6936.HK

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Note 1: Except in the appendix, the financial data of this material is based on Chinese Accounting Standards

Note 2: Unless otherwise specified, the time period in this presentation refers to January 1, 2024 to December 31, 2024, and time herein is as of December 31, 2024



Agenda – FY2024 Investor Presentation

No.	Section
1	Earnings Highlights
2	Business Overview
3	Operation Overview
4	Financial & ESG Performance
5	Appendix: CAS vs IFRS Financials



Earnings Highlights: Attributable Profit Surpassed RMB10bn, Setting a **New** Record

<div>Parcel Volume</div> <div>13.3bn¹ +11.3% +15.3% (excl. Fengwang)²</div>	<div>Revenue</div> <div>RMB284.4bn +10.1% +10.4% (excl. Fengwang)²</div>	<div>Express & Logistics Revenue³</div> <div>RMB205.8bn +7.7% +8.0% (excl. Fengwang)²</div>	<div>Supply Chain & International Revenue</div> <div>RMB70.5bn +17.5%</div>
<div>EBITDA / Margin</div> <div>EBITDA RMB32.7bn +11.0%</div> <div>EBITDA margin 11.5% +0.1ppts</div>	<div>Profit / Margin attributable to owners of the Company</div> <div>Profit attributable to owners of the Company RMB10.2bn +23.5%</div> <div>Profit margin attributable to owners of the Company 3.6% +0.4ppts</div>	<div>EPS & ROE</div> <div>Basic earnings per share RMB2.11 +24.1%</div> <div>Weighted average return on net assets 11.2% +2.0ppts</div>	<div>Dividends & Repurchases</div> <div>2024 dividend and payout ratio⁴ (excl. one-off special cash dividend) RMB4.1bn 40%</div> <div>2024 one-off special cash dividend⁵ RMB4.8bn</div> <div>2024 YTD total share repurchases⁶ RMB1.8bn</div>

Note: 1. Includes parcel volume of the Express & Logistics segment and SF international express (excluding overseas local express); 2. At the end of June 2023, the Company completed the sales and delivery of the franchise model business Fengwang Express; 3. Express & Logistics operations mainly include Time-Definite Express, Economy Express, Freight, Cold Chain & Pharmaceuticals, and Intra-City On-Demand Delivery; 4. Includes 2024 interim and final dividends. The dividend ratio represents dividends as a percentage of profit attributable to the owners of the Company. The 2024 final dividend amount is preliminary estimation. The 2024 final dividend distribution plan is subject to deliberation and approval at the 2024 annual general meeting of the Company, and the final amount will be disclosed in the equity distribution announcement; 5. Refers to a one-time special dividend to enhance A-share holders returns before H-share listing in 2024; 6. Total share repurchases from January 1, 2024 to February 28, 2025; 7. All financial data herein are prepared on Chinese Accounting Standards basis except the appendix

Unite for Shared Goals

Energize Organizational Vitality

Provide Frontlines with More Business Authorization

Further Activate Headquarter to Support Business Regions

Motivate All Staff with Shared Interests

Pioneer with Steadfast Drive

Customer-centric

Deepen Penetration Across Industry Segments with Customized Solutions

Empower Customers' Overseas Expansion

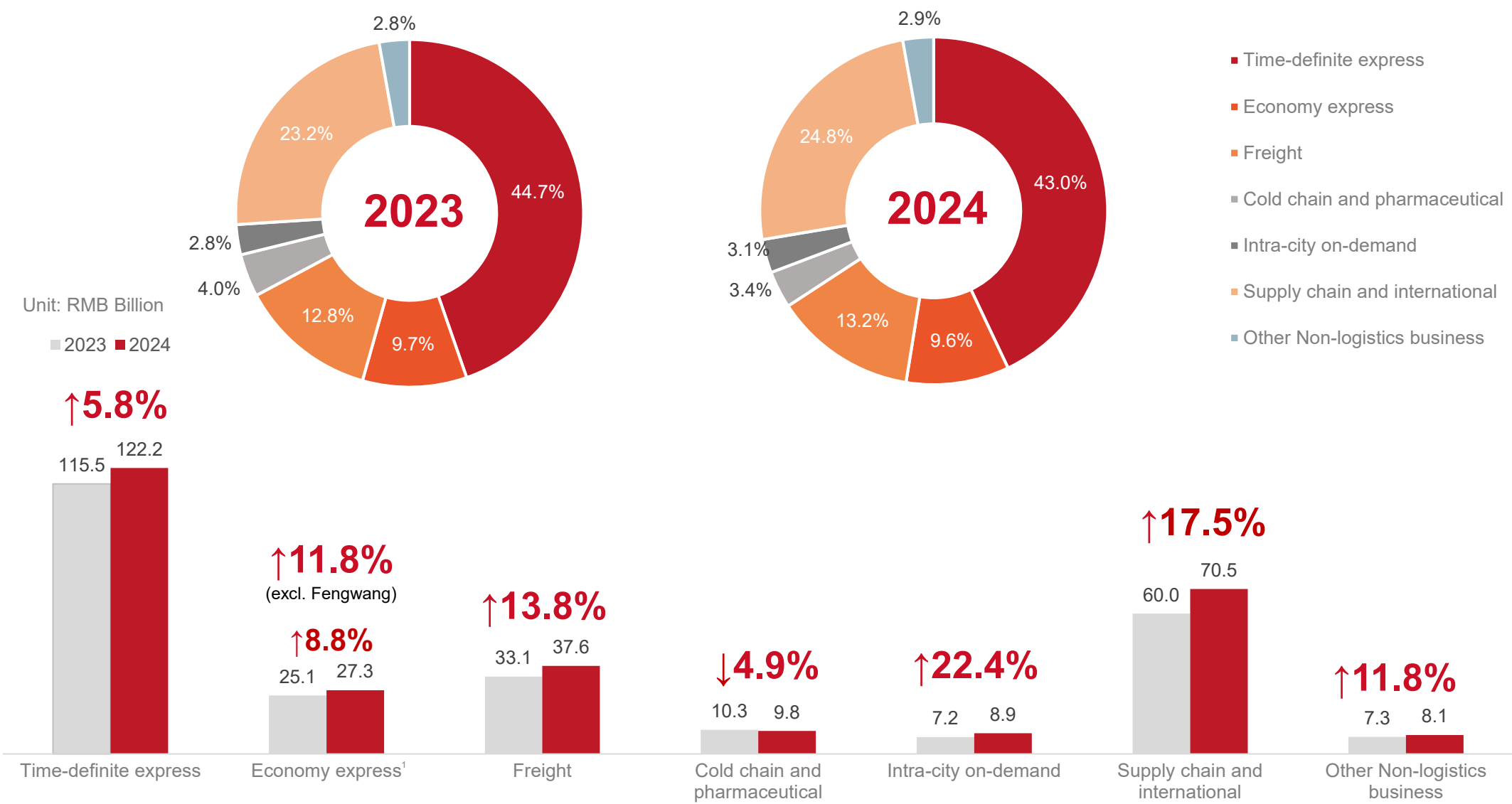
Structural Cost-saving to Enhance Product Competitiveness

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Revenue by Segment: High Quality Growth Underpinned by Global and Domestic Drivers

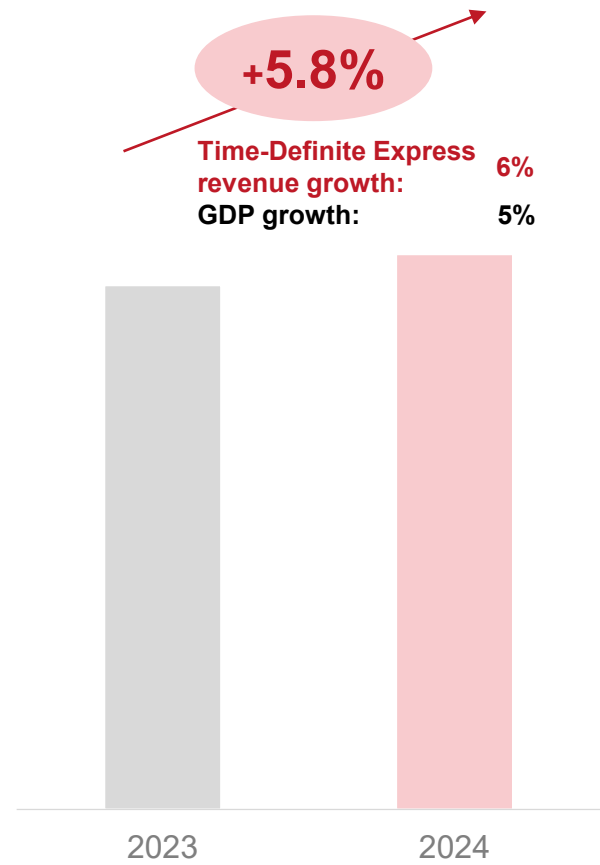


Note: ¹ The Company completed the sale of Fengwang Express business under the franchise model at the end of June 2023

Time-Definite Express: **New** Growth Momentum Driven by Superior Service and Expanded Scenarios

Revenue growth surpassed GDP growth

Time-Definite Express revenue

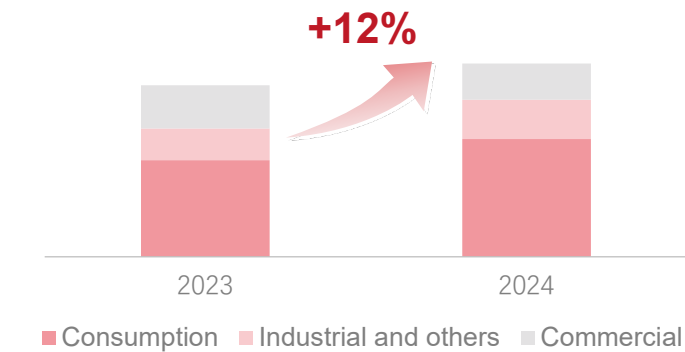


Note: : Time-Definite Express encompasses multiple products

Penetrating Diverse Scenarios

Driven by Consumer and Industrial Segments

% of Time-Definite Express parcel volume

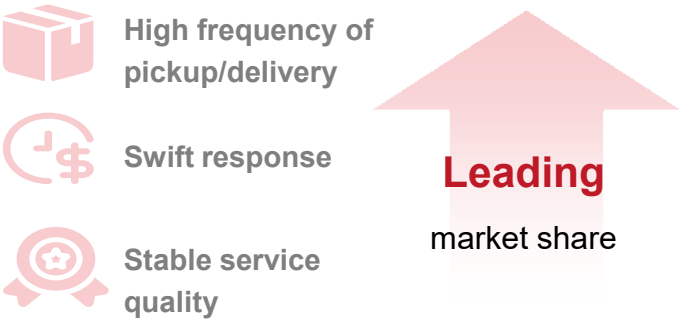


Tap into Diverse Scenarios



Leading Share in Return Parcels

Benchmark-Setting Services



Top Choice for Returning Parcels

Serving multiple e-commerce platforms as an independent 3PL player

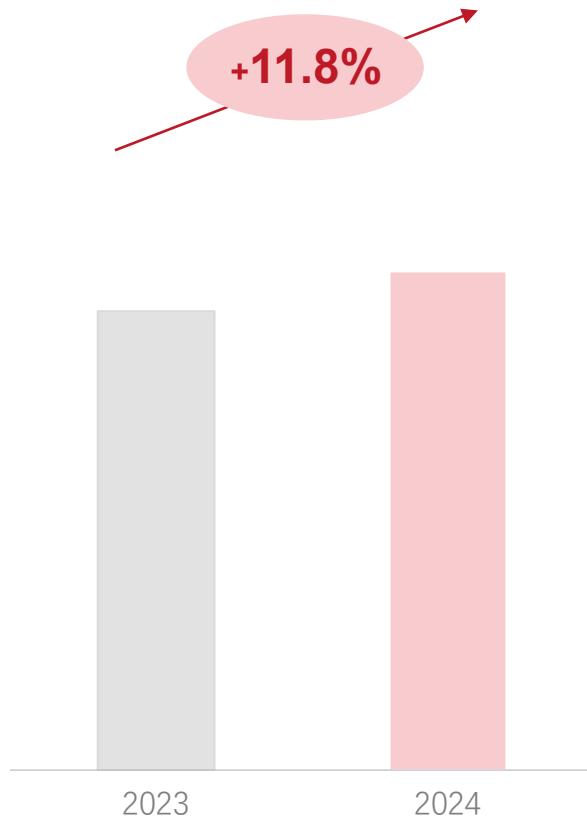
Return parcel volume



Economy Express: Differentiated Services Unlock **New** Demands, Marginal Capacity Drives **New** Increments

Solid Revenue Growth

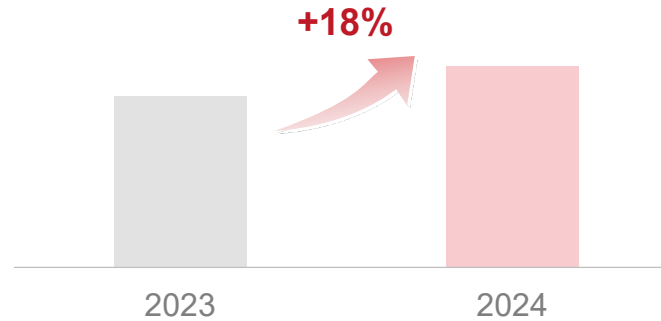
Economy Express revenue (excl. Fengwang)¹



Solid Growth Underpinned by Differentiated Competition Strategy

Growth Driven by Differentiated Services

Economy Express parcel volume (excl. Fengwang)



Customized Services for E-commerce Platforms



Integrated warehouse and distribution solutions of multi-SKU for online supermarkets



Selected courier for customers at a surcharge (pilot stage)



Inspection and delivery at warehouse for high-value products after livestreaming

Increasing Volume by Utilizing Marginal Capacity

Selected Routes to “Stock-up” Idle Capacity

Big data to recognize idle capacity



Accurate pricing for marginal resources



Periodic promotion for certain routes

Enhance

economies of scale

Targeted promotion for E-commerce Small Parcels

Low operation cost + affordable pricing to increase volume of light parcels from certain categories

Accessories

3C accessories

Beauty

Entertainment

.....

Smart pricing to

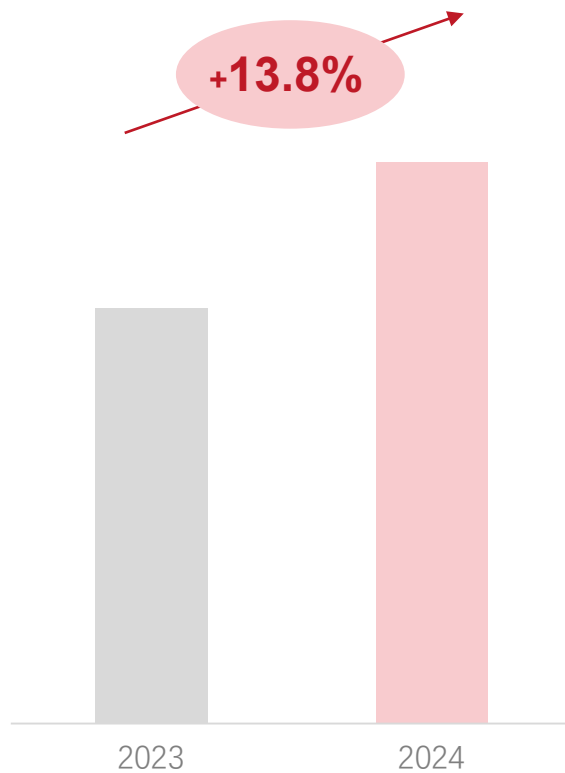
drive revenue growth

Note: 1. Economy Express encompasses multiple products; At the end of June 2023, the Company completed the sales and delivery of the franchise model business Fengwang Express

Freight: Broadened Scenarios Drive **Record-high** Volume, Cost Optimization and Profit Improvement

Strong Revenue Growth

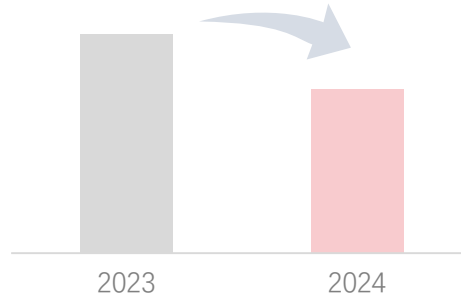
Freight revenue¹



Significant Profit Improvement

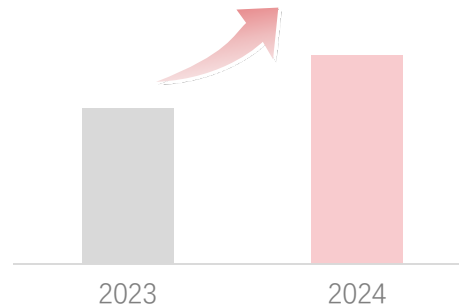
Unit Cost (kg)¹

Cost improvement



Unit GP(kg)¹

Profit increase



Record Volume Driven by Scenario Broadening

Deepen moat by upgrading large item air freight capabilities

Differentiated competitive edge across consumption scenarios

Rapidly expand in industrial large item freight

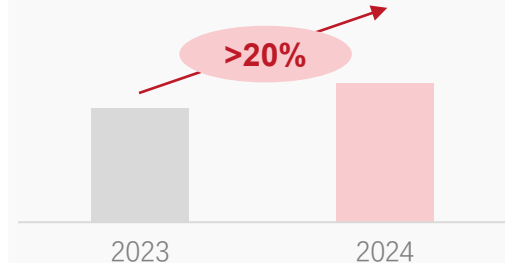
>20,000

of industrial parks covered

>30%

100kg+ industrial freight volume growth

Volume² Growth



Efficiency Improved through Model Optimization



Deploy resources flexibly by partnering with external direct line carriers



Optimize network to reduce the number of transits



Expand specialized sales force to strengthen client support



Upgrade professional tools to improve service quality and reduce damage

+8.5%

Sorting efficiency³

+9.1%

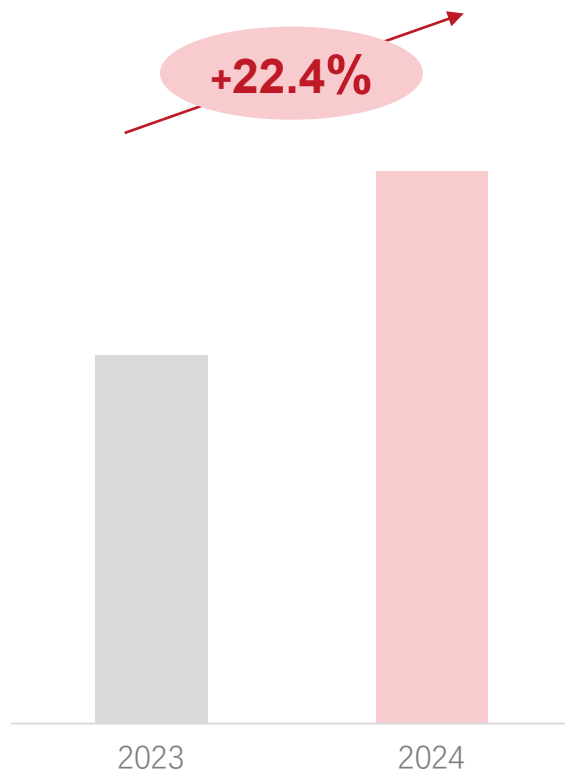
Courier's efficiency⁴

Note: 1. Revenue amount based on the Freight revenue disclosed in the financial reports, excluding large parcel air freight products classified under Time-Definite Express; The amount of volume, cost and gross profit are based on management accounts, including large parcel air freight and other products; 2. Refers to the total shipment volume of SF Freight and SX Freight dual-network; 3. Refers to the staff's shipment volume of large items at sorting centers; 4. Refers to the daily average shipment volume of large items picked up and delivered by courier staffs

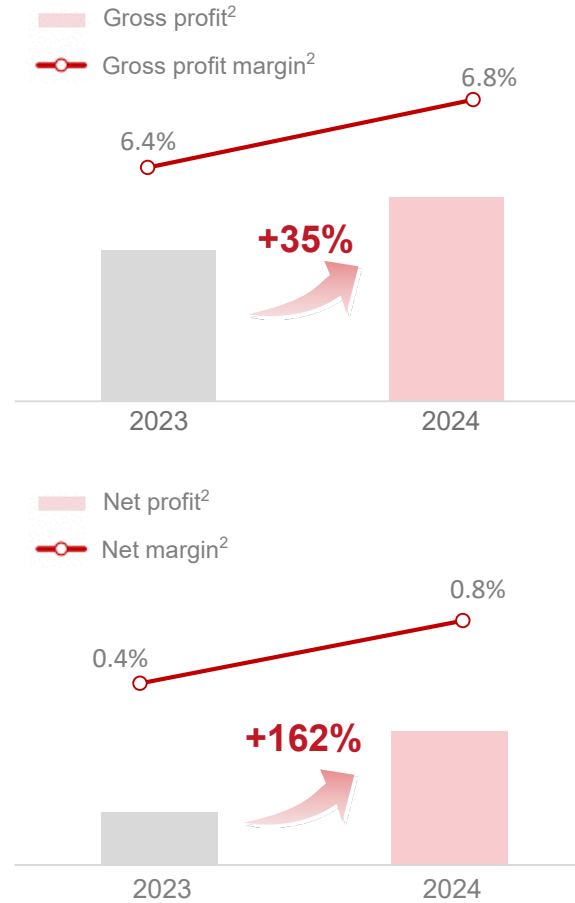
Intra-City: Robust Growth in Revenue and Profit, Quality and Efficiency Improvement Driven by Technology Upgrading

Robust Revenue Growth

Intra-City On-Demand Delivery revenue¹



Doubling Profit



Scenario-Driven Growth



Technology-Powered Efficiency Improvement



Intra-City Logistics Network

- **For merchants / individuals:** Intelligent marketing and order dispatching, enhanced algorithm safety and fairness to ensure quality services
- **For riders:** Full-distance network integration, intelligent dispatching and routing, algorithm caring in extreme weathers and during peak seasons



Accelerating “autonomous” applications

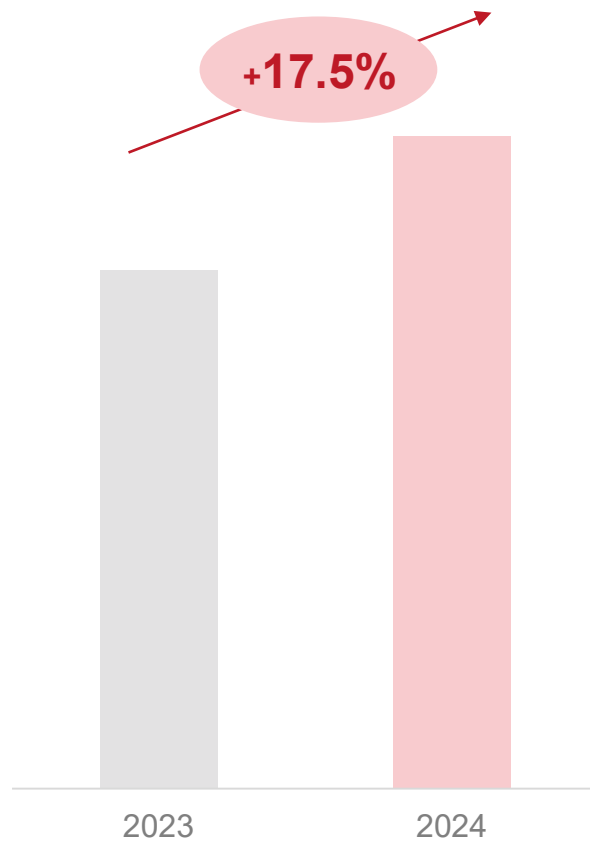
- **Autonomous delivery technology:** Self-driving vehicles launched in multiple cities, complement current capacity network and enhance customer experiences effectively

Note: 1. Refers to revenue from Intra-City On-Demand Delivery products; 2. Based on gross profit and net profit of the Intra-City segment; 3. Refers to cities, counties and towns at the third-tier level or below; 4. Refers to the part of counties and county-level cities in lower-tier cities that are not municipal districts

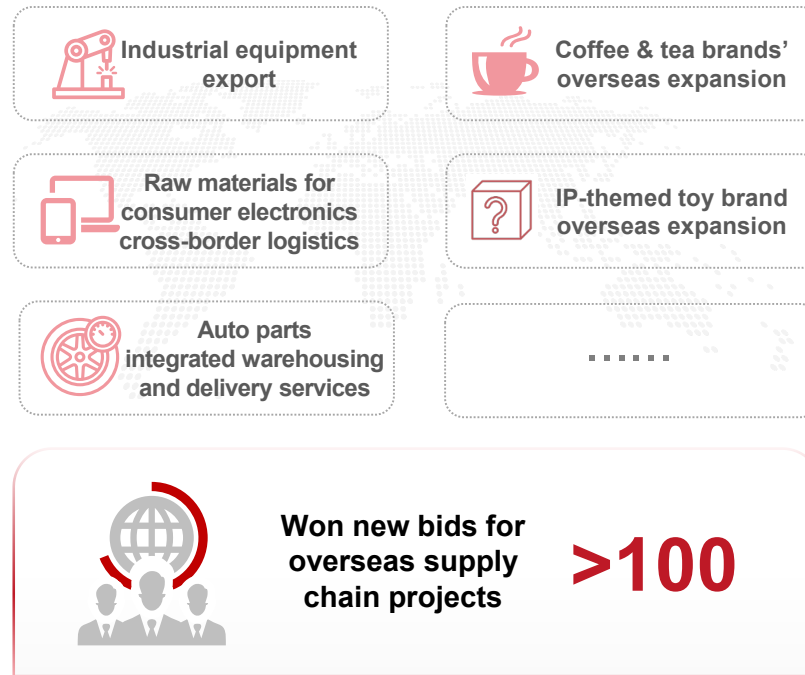
Supply Chain & International: Deepening Roots in Asia with Diversified Capabilities, Reshaping Supply Chain to Unlock **New** Potentials

Strong Revenue Growth

Supply Chain & International revenue



End-to-End Services for Customized Demand



International Express Service Stimulates Cross-Border Consumption

Broader coverage and faster speed

Launched next-day cross-border delivery among SEA countries

Expanded coverage of fresh food inbound services

20%+

International express delivery revenue growth

Strong resilience built on unique capabilities

Leveraging freight forwarders + overseas warehouses to offer **semi-entrusted logistics services**
Flexible resources to serve customer demand

Independent 3PL: Serving **small and medium-sized independent online sellers**
Merchants' promotion during platforms' slack seasons, smoothing the logistic demand curve

24%

No. of cross-border e-commerce clients

Strengthening Cross-Border Capabilities

>950
>2.5M sqm
Overseas warehouse

110
All-cargo aircraft¹

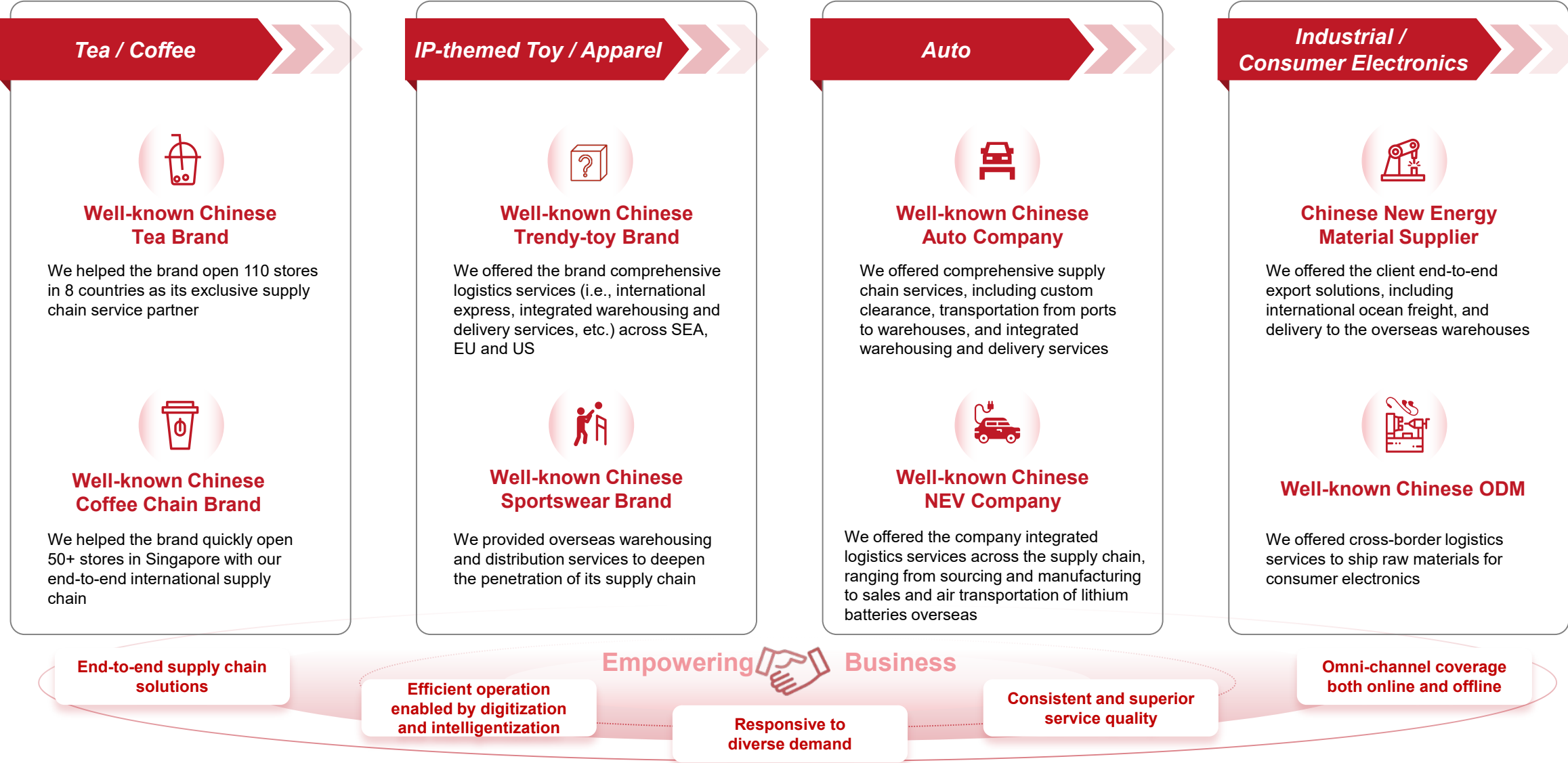
>9,100
Annual all-cargo international flights

>1.23Mn TEU
Annual ocean freight volume

78
Customs clearance services ports

Note: 1. 110 cargo aircraft in operation, including 89 self-owned aircraft

Supply Chain & International (Cont'd): **New** Breakthroughs across Sectors and Countries, Empowering Clients' Overseas Expansion

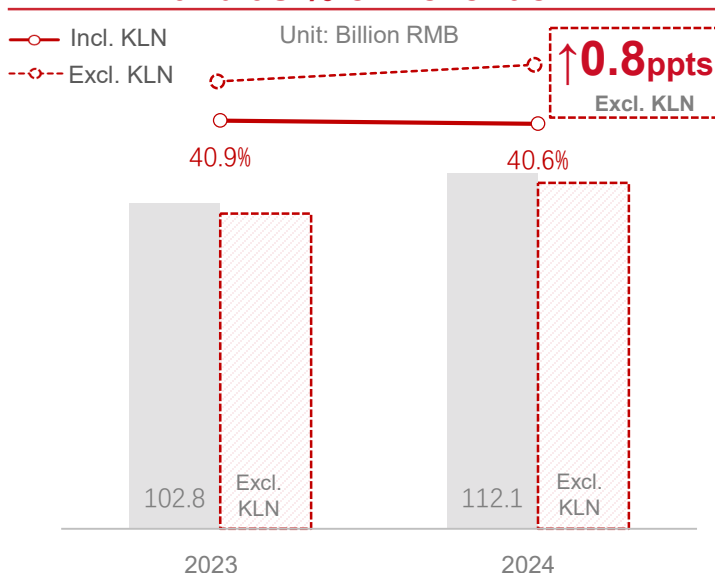


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Structural Cost Optimization Leading to Lower Costs of Revenue

Labor Costs and as % of Revenue



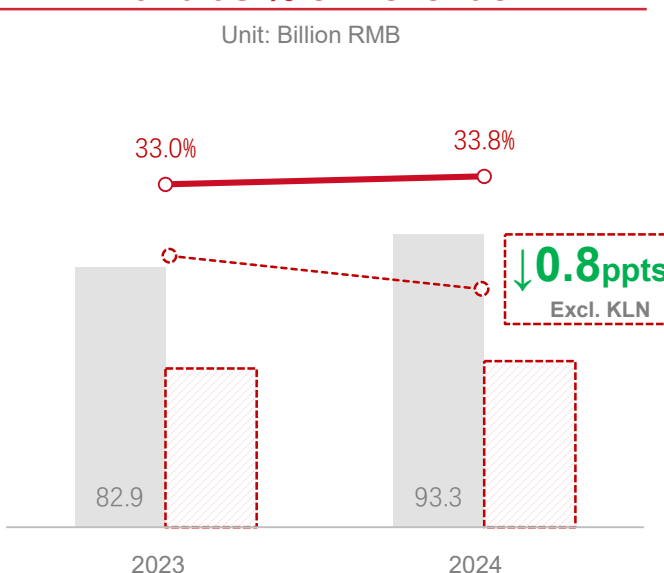
Drivers for the increase/ decrease in labor costs as % of revenue (excl. KLN):

- ✓ Enhanced compensation and satisfaction of courier and operation staff to incentivize revenue generation

Measures taken:

- ✓ Operational transformation in progress, and deployed automatic equipment to improve staff efficiency

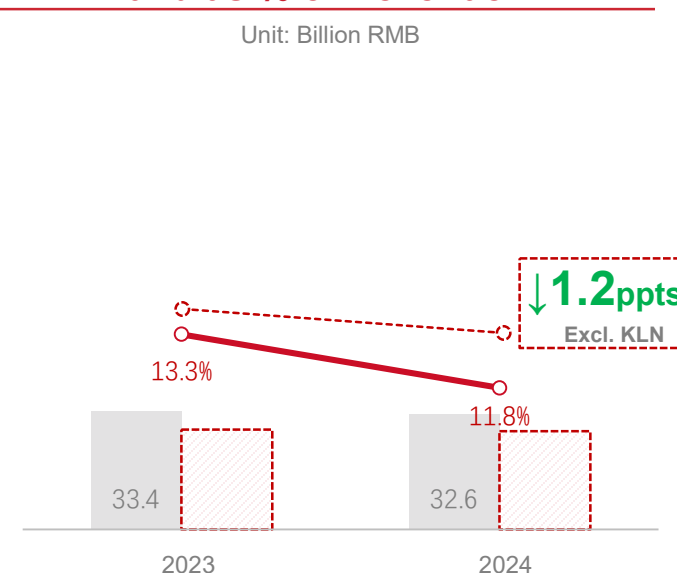
Transportation Costs and as % of Revenue



Drivers for the decrease in transportation costs as % of revenue (excl. KLN):

- ✓ Simplified the network structure by optimizing route planning, and consolidated the volume to straighten the routes and reduce sorting times
- ✓ Optimized resource structure and increase the proportion of suppliers with stable price
- ✓ Refined procurement process for outsourced capacity

Other Operating Costs and as % of Revenue



Drivers for the decrease in other operating costs as % of revenue (excl. KLN):

- ✓ Consolidated sorting centers to maximize productivity
- ✓ Prudent ROI strategy and sustained a healthy level of capex as percentage of revenue, leading to better scale economy

Note: 1. KLN refers to Kerry Logistics Network Limited (in the process of changing its name to KLN Logistics Group Limited); 2. Revenue used to calculate cost percentage refers to logistics and freight forwarding revenue. Dotted lines and frames indicate ex-KLN cost as a percentage of revenue; 3. KLN was excluded from the cost analysis above, because its cost mainly consists of international freight forwarding cost, indicating a highly different cost structure from Express network

Ezhou Air Cargo Hub: A **New** International Gateway, **Faster** Speed For Global Connections

Operated
by SF¹



55
Domestic
routes

>24,000
Domestic
flights in FY24



15
International
routes

>3,000
International
flights in FY24

First

Dedicated All-cargo International Airport

Cargo
Throughput²

Cargo Throughput²
Growth

of Cargo
Flights²

>1Mn tons

No.1 in China

No.3 in China

Map source: Review No.GS (2016) 1667



Ezhou Air Cargo Hub

**Largest Air Cargo Hub in Asia
with Nationwide Coverage and Global Connectivity**

Boost Cargo Volume, Accelerating Globalization

**Domestic
Hub-and-Spoke Mode**



- Leading timeliness of overnight delivery
- Wider coverage of next-morning delivery

**Aviation Network Connects
The Globe**



- International cargo throughput **200%+** YoY
- Rapid customs clearance for multiple SKUs

**Empower Multi-Scenario
Businesses**

Integrated
warehousing and
delivery

Multi-functional cargo
terminal

International air
cargo transfer

Special goods - air
transportation of
lithium batteries

Aftermarket
spare parts center for
3C

Pharma cold-chain
air transportation

**Build Industrial
Clusters**

**Attract Billions of RMB
Investments**

- Bio-degradable materials project
- Smart pharmaceutical supply chain
- Chemicals supply chain services

Note: 1. Refers to the cumulative launch of SF's routes and flights in Ezhou Hub as of the end of December 2024. 2. Refers to cargo and mail throughput and number of cargo-only flights in 2024 at Ezhou Huahu International Airport, based on Ezhou Government Work Report and Ezhou Rong Mei



Integration & Transformation: Multi-network Integration Becomes **New** Normal, Operational **Transformation** Boosts Efficiency Improvement

Multi-network Integration Enters New Stage



Transportation Integration

Route consolidation

Route consolidation to improve loading rate

Multi-temperature Transportation

Increased density of routes for dual / triple-temperature control vehicles



Sortation Integration

Integrated site planning

Multi BU's sites built nearby

Integrated site operations

Separation of express and freight sorting areas during peak seasons; Shut down of temporary areas for freight sorting during low seasons



Last-mile Integration

Outlet capability enhanced

Capable of handling both express and freight with cold chain capability

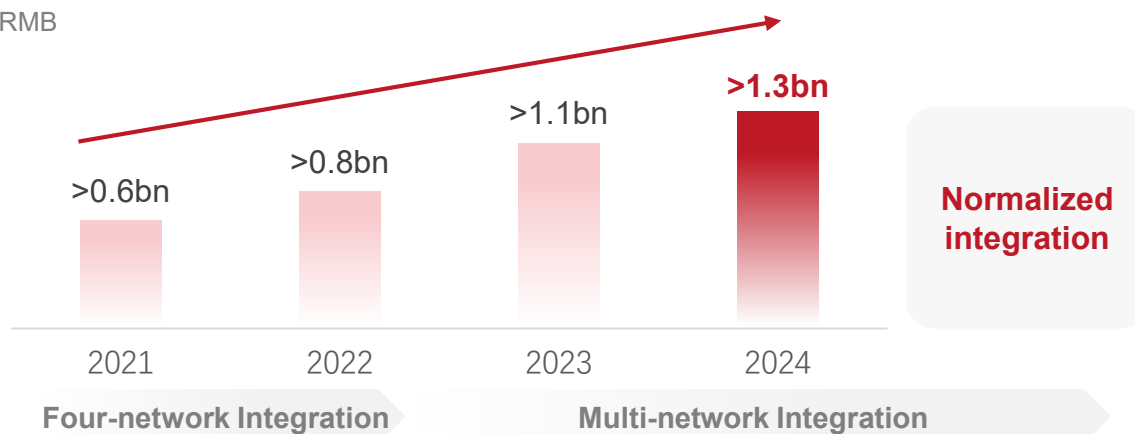
Courier collaboration

Collaborative delivery of express and freight and cold chain delivery; Undertaking of short-haul tasks during idle time



Continuous Cost Savings

RMB



Note: 1. Through the model of direct sortation and delivery from sorting center, parcels are sorted and loaded onto cage trolleys at sorting centers for direct transportation to the service areas of couriers, skipping the handling and sorting process at the service outlets. By the end of 2024, 3400 service outlets were eliminated as a result of the operational transformation; 2. Travel distance means the average distance couriers need to travel from outlets or customer-facing outlets to collection and delivery areas in 2024 reform; 3. The sorting center commenced operations in September 2024. Based on estimated average daily net cost savings before and after its launch (approximately RMB 45,000 per day), the annualized cost reduction for 2024 exceeds RMB 16 million when extrapolated over 366 days

Operational Transformation Leads Industry Innovation



Pre-sorting to Save Handling and Rental Costs of Outlets¹

- **Optimize outlet network to reduce cost**
Cost reduction surpasses incremental revenue growth

- **Shorten travel distance for couriers by 38%²**
Improved staff satisfaction drives customer satisfaction



Line-haul Transit Cage Trolley



Industry's First Unmanned Sorting Center with Cage Trolleys

4x sorting efficiency

as compared to network average

Annualized RMB 16M+³

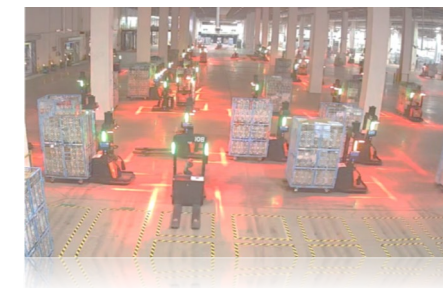
net savings per sorting center



Unmanned Operation Rolls Out



800+ unmanned vehicles in use
Short-haul shuttling, delivery in industrial parks and college campuses



Unmanned forklifts reduce losses and improve speed
"Lights off" operation

Operating Network: **Increased** Efficiency across the Full Process, with Structural Initiatives to Improve Cost-efficiency



Precise Investment to Solidify the Capabilities

Upgrade Services across Sectors

Enhanced end-to-end service quality for high-value parcels

Separated sorting process for documents

Expansion of flexible transportation resources

Designated dispatching for certain e-commerce platforms

Integrated delivery and installation for furniture & home appliance

.....

Enhance Service Coverage

Wider region coverage

Broadened scenarios

Optimized routes

More service outlets

Solidify Resource Foundations

Designated sorting centers

Sorting engineering upgrade

Customized auto parts for vehicles

Recycling package system

> RMB60Mn

Investment to guarantee high-value parcels delivery

> RMB860Mn

Automation equipment investment



Cost-efficiency Driven by Lean Operations

Optimize Network



Consolidated sorting sites



Speedy transit within economic circles



Flexibly consolidated shipping

Improve Resource Structure

Higher % of stable-cost transportation resources

Higher % of high-capacity vehicles

Organizational elitism

Enhance Efficiency across the Chain

Sortation Innovation

Expand usable space
Enhance equipment performance
Differentiated staff scheduling

Transportation Optimization

Seamless connection
Upgrading to NEVs and intelligence-assisted driving

Last Mile Optimization

Couriers transitioning to "sales" roles
Wider execution of operational transformation

C. 440

Incremental direct line for inter-cities¹

22

Sorting centers consolidated



New Tools Powered by Tech Innovation

Intelligent Decision-making



Logistics decision-making model



Smart network and resource allocation



Digital twin optimize sorting plan

Digitization and Intelligence Transition

Robotic Process Automation

Data-driven smart response

Intelligent business analysis

Unmanned Applications



Unmanned vehicles



Unmanned forklifts



AGV

> 100

Sorting centers with digital twin application

> 780

Unmanned forklifts in use

Note: 1. Refers to the increased number as of Dec 2024 relative to Dec 2023

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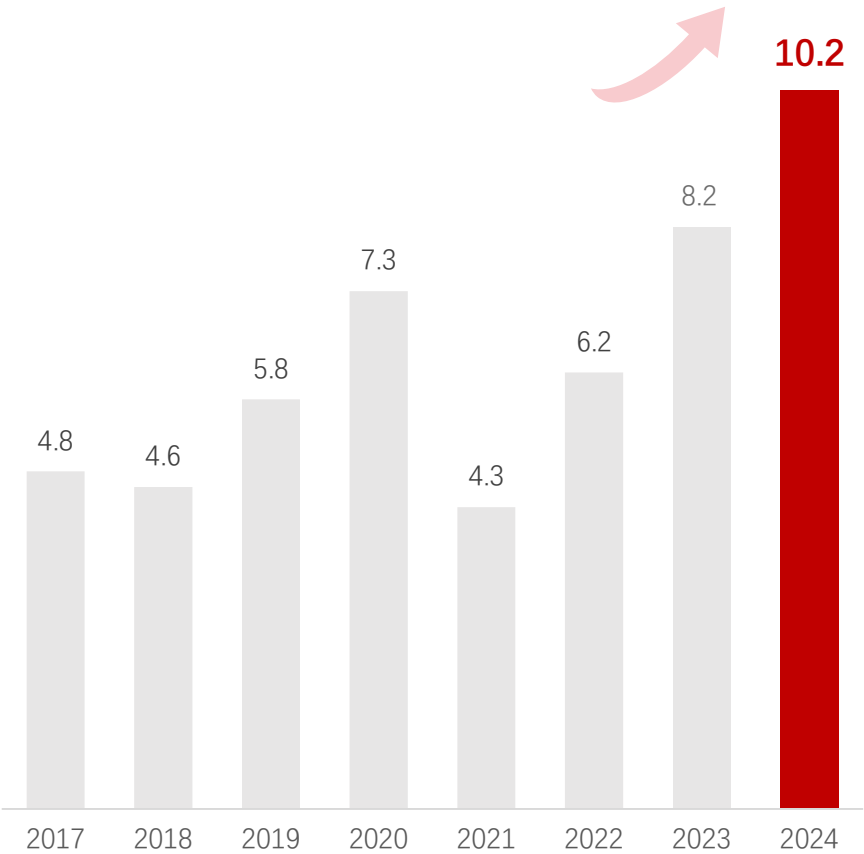
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FY2024 Results: Net Profit Surpassed RMB10bn, Setting a **New** Record

	FY2024	4Q2024
Volume ¹	<div>13.3</div> <div>bn parcels</div> <div>YoY Growth 11.3%</div> <div>YoY Growth (excl. Fengwang)² 15.3%</div>	<div>3.9</div> <div>bn parcels</div> <div>YoY Growth 17.8%</div> <div>YoY Growth (excl. Fengwang)² 17.8%</div>
Revenue	<div>284.4</div> <div>bn RMB</div> <div>YoY Growth 10.1%</div> <div>YoY Growth (excl. Fengwang)² 10.4%</div>	<div>77.6</div> <div>bn RMB</div> <div>YoY Growth 11.8%</div> <div>YoY Growth (excl. Fengwang)² 11.8%</div>
EBITDA	<div>32.7</div> <div>bn RMB</div> <div>YoY Growth 11.0%</div> <div>EBITDA Margin 11.5% (↑0.1ppts)</div>	<div>8.2</div> <div>bn RMB</div> <div>YoY Growth 11.5%</div> <div>EBITDA Margin 10.6% (flat)</div>
Profit attributable to owners of the Company	<div>10.2</div> <div>bn RMB</div> <div>YoY Growth 23.5%</div> <div>Net Margin 3.6% (↑0.4ppts)</div>	<div>2.6</div> <div>bn RMB</div> <div>YoY Growth 29.6%</div> <div>Net Margin 3.3% (↑0.5ppts)</div>

Robust Growth of Net Profit Attributable to Owners of the Company

Unit: Billion RMB

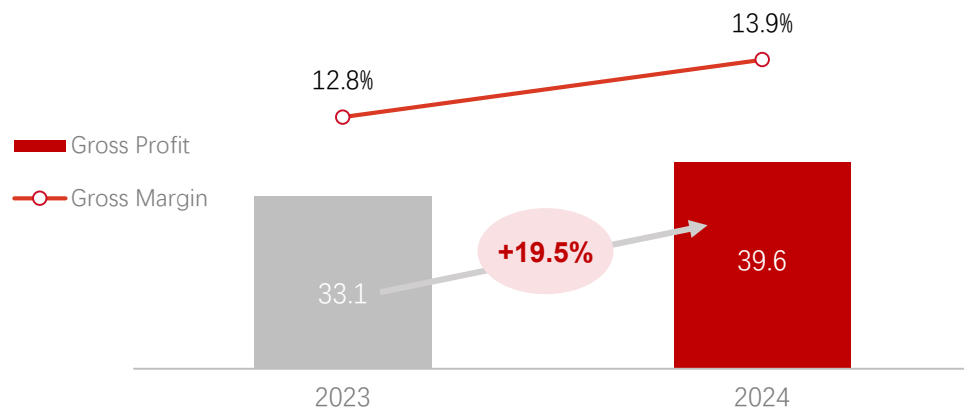


Note: 1. Includes parcel volume of the Express & Logistics segment and shipment volume of SF international express (excluding overseas local express); 2. At the end of June 2023, the Company has completed the sales and delivery of the franchise model business Fengwang Express

Lean Operations Driving Gross Margin Improvement

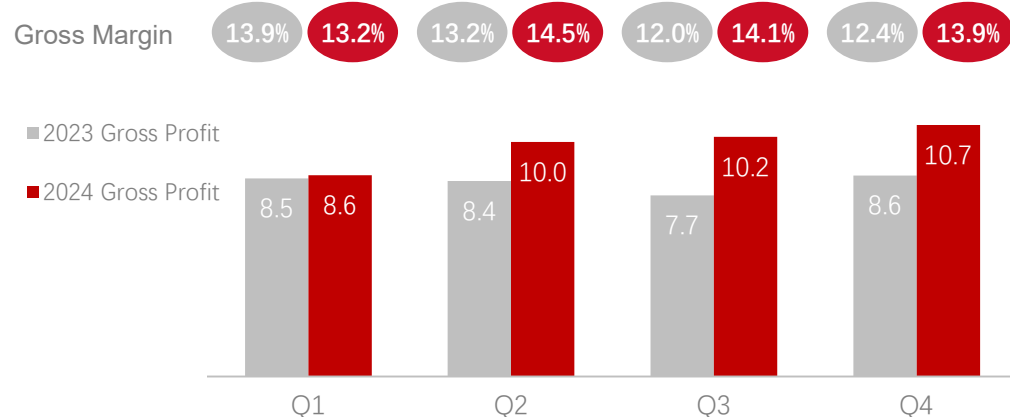
FY Gross Profit and Gross Margin

Unit: Billion RMB



Quarterly Gross Profit and Margin

Unit: Billion RMB



External Environment



Domestic: Enterprises and consumers pursue more cost-effective services and set higher requirements for integrated logistics solutions



International: Air and ocean freight demand recovers with rates increasing YoY, and Chinese clients accelerate overseas expansion of production capacity and brands

Drivers of Improvement



Stimulate operational vitality to develop proactiveness and ownership, and sharpen market competitiveness



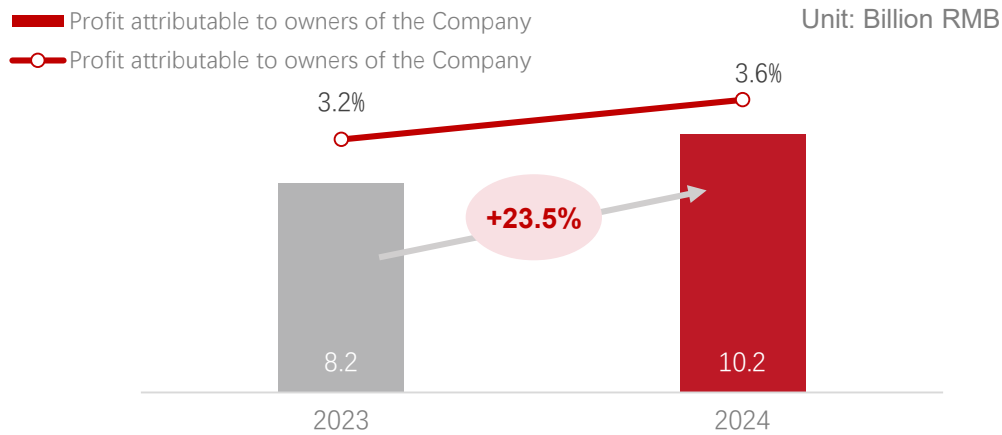
Revenue: Satisfy the diversified demands of clients through integrated logistics services, and capture the opportunities to expand international business



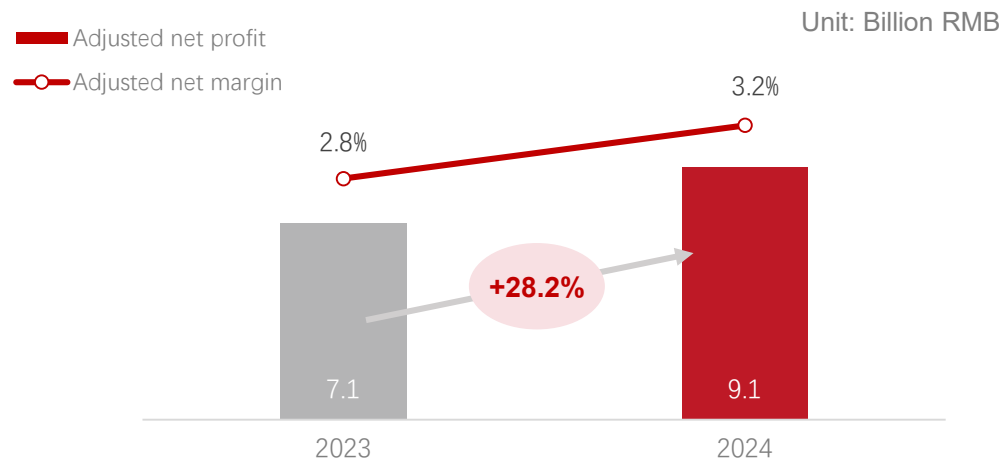
Cost: Deepen multi-network integration; successful execution of operational transformation, unlocking the potential for structural cost reductions

Expenses as % of Revenue Decreased Moderately, and Net Margin Improved

Profit attributable to owners of the Company

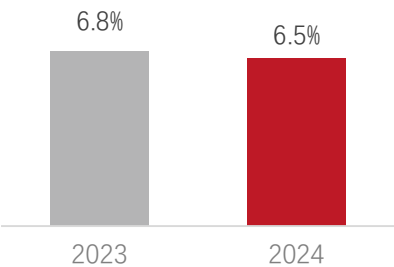


Adjusted Net Profit and Margin¹



Note: 1. Net profit attributable to the parent company after deducting nonrecurring profit or loss

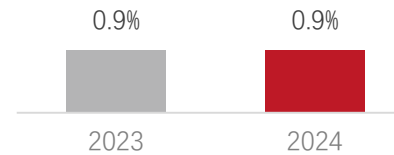
G&A Expense as % of Revenue ↓0.3 ppts



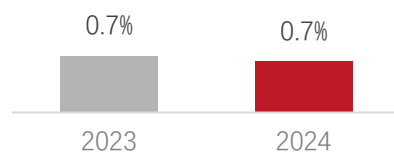
S&M Expense as % of Revenue ↓0.07 ppts



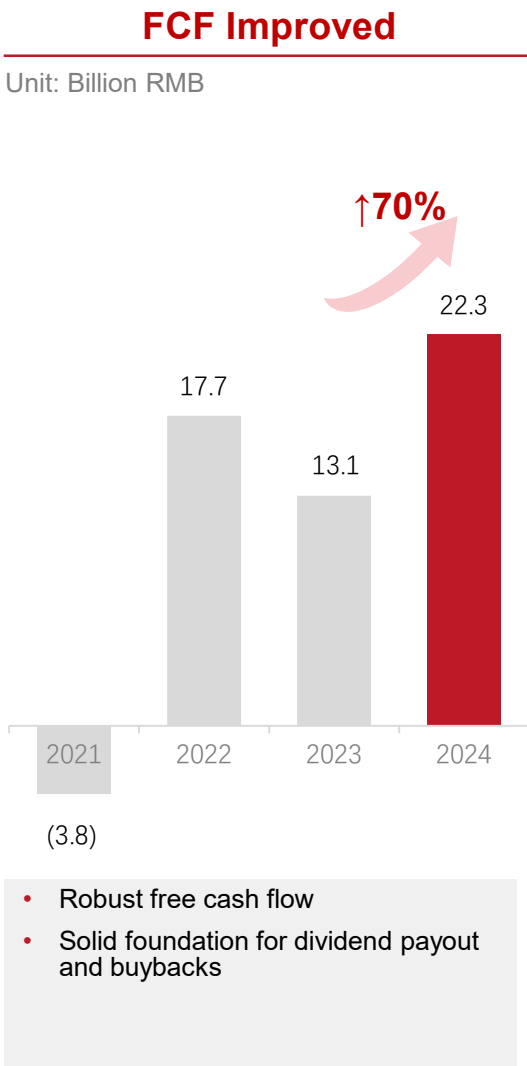
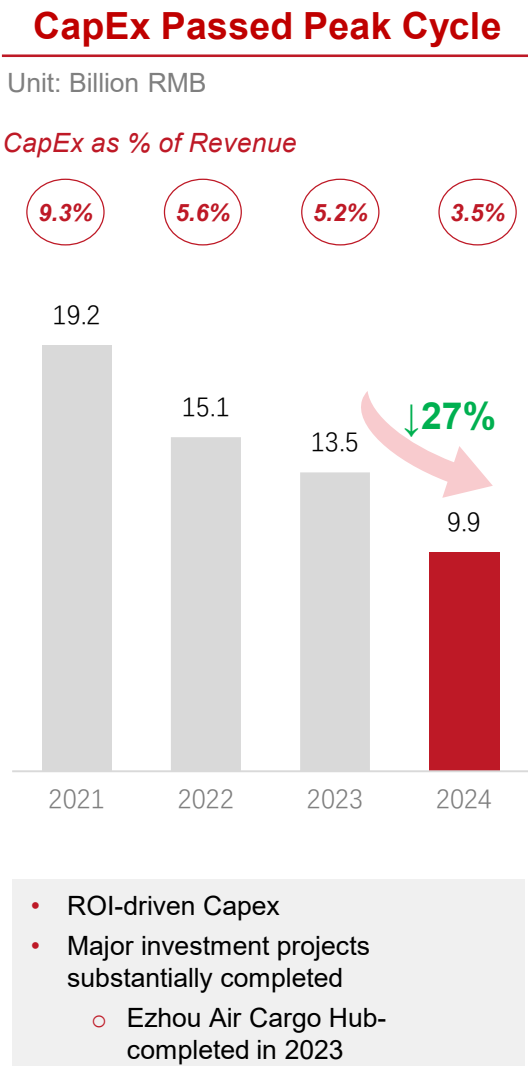
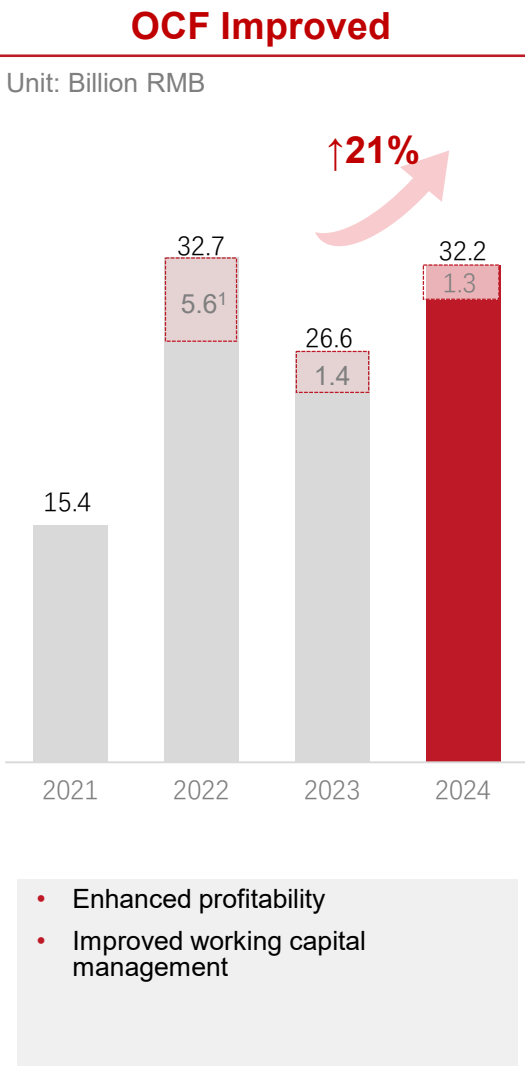
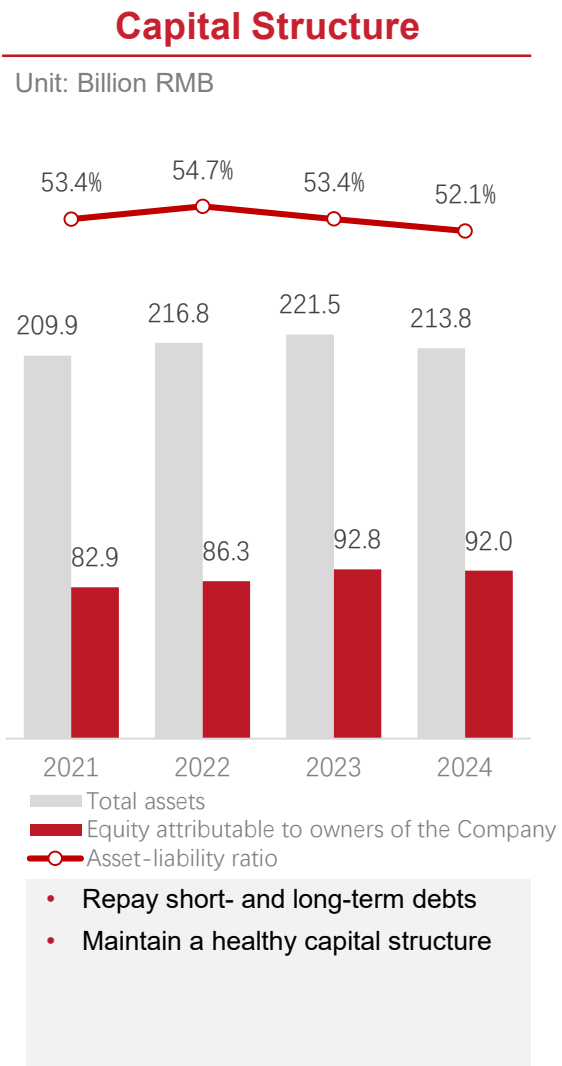
R&D Expense as % of Revenue Flat



Financial Expense as % of Revenue ↓0.07 ppts



CapEx Passed Peak Cycle, and FCF Improved Significantly



Note: 1. Operating cash flow includes tax refunds, which stood at RMB5.6 billion in 2022, RMB1.4 billion in 2023, and RMB1.3 billion in 2024

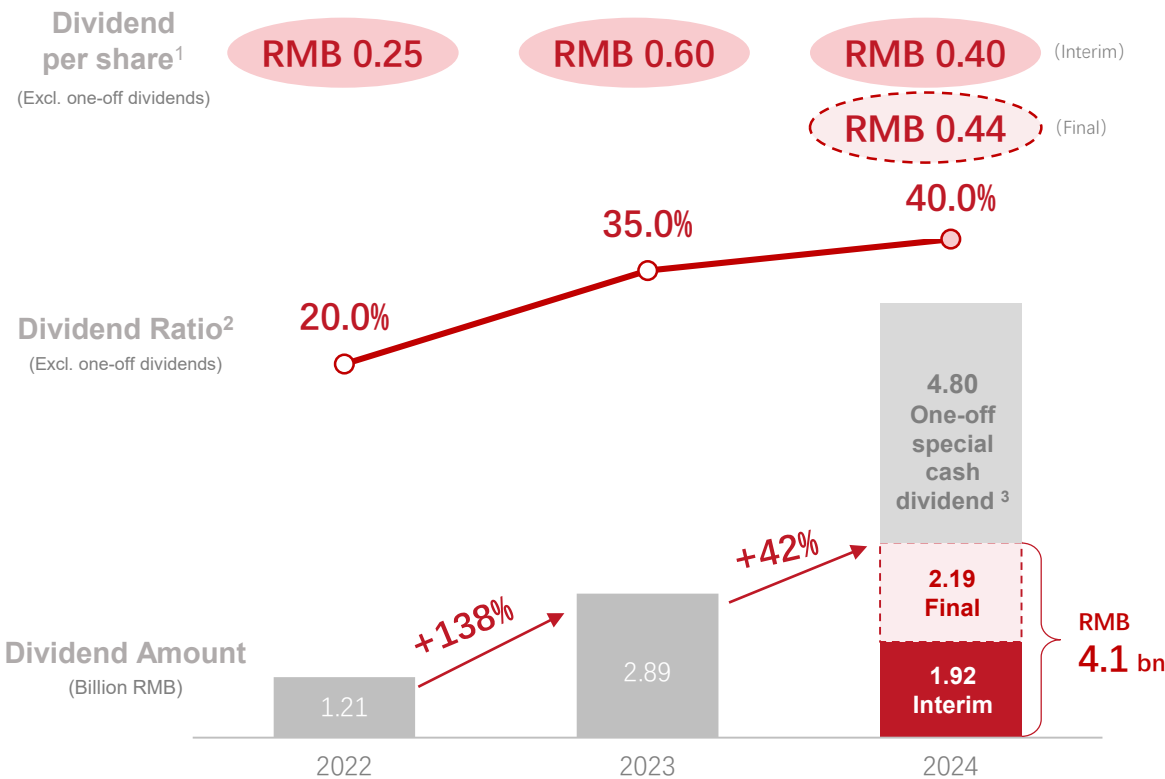
Combining Dividend and Share Repurchase to Improve Shareholder Returns



Increasing Dividend Payout Ratio

“To **Steadily Increase** Dividend Payout Ratio from 2024 to 2028, as compared to the level of 2023”

Plan of Shareholders’ Returns for the Next Five Years (2024 - 2028)

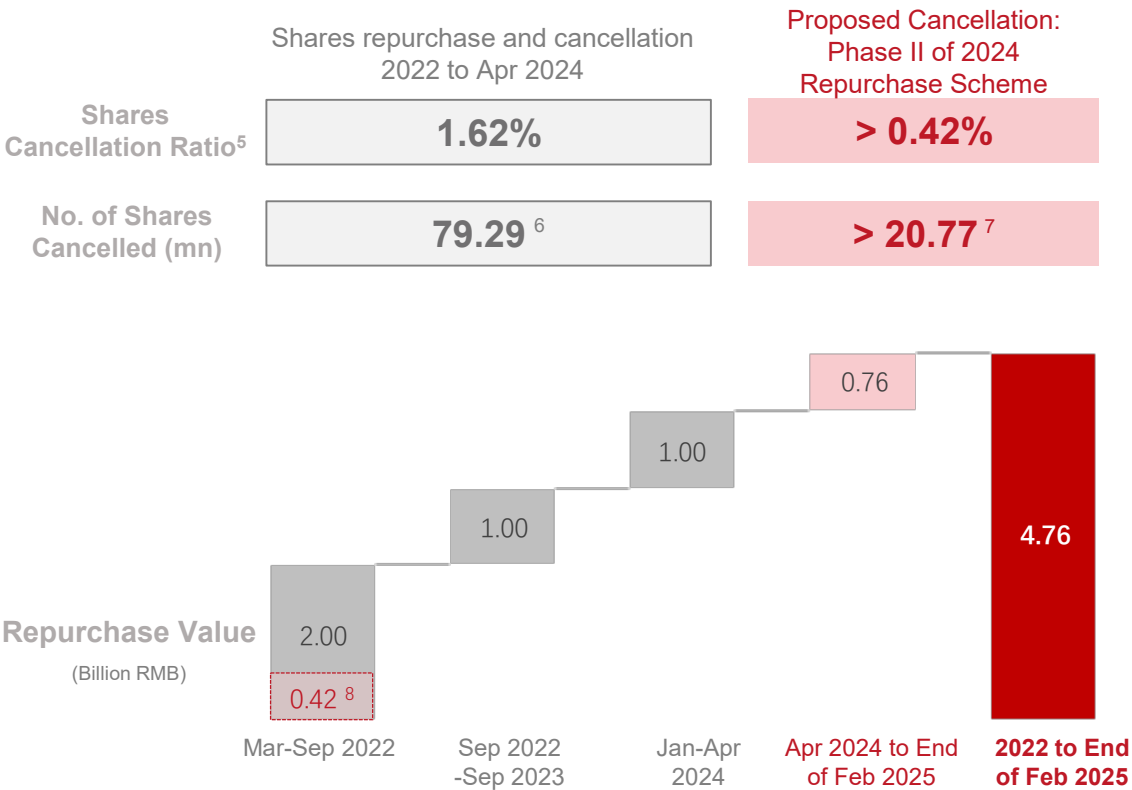


Note: 1. Refers to the cash dividend amount (tax inclusive); 2. Dividend ratio = total annual dividend amount declared / profit attributable to owners of the Company for the year; 3. Refers to the one-time special dividend for shareholder returns distributed prior to the 2024 H-share listing; 4. The 2024 final dividend amount is preliminary estimation. The 2024 final dividend distribution plan is subject to deliberation and approval at the 2024 annual general meeting of the Company, and the final amount will be disclosed in the equity distribution announcement; 6. Based on treasury shares repurchased in March 2022, September 2022, and January 2024; 7. The Phase II of 2024 Share Repurchase Scheme is still in progress. As of the end of February 2025, the number of repurchased shares had reached 20.77Mn, accounting for 0.42% of the total number of shares. For details, please refer to the Company’s share repurchase progress announcement released on March 4, 2025; 8. 8.42 million shares were allocated to the initial grant of the 2022 stock option incentive plan, with a corresponding repurchase value of approximately 0.42 billion RMB



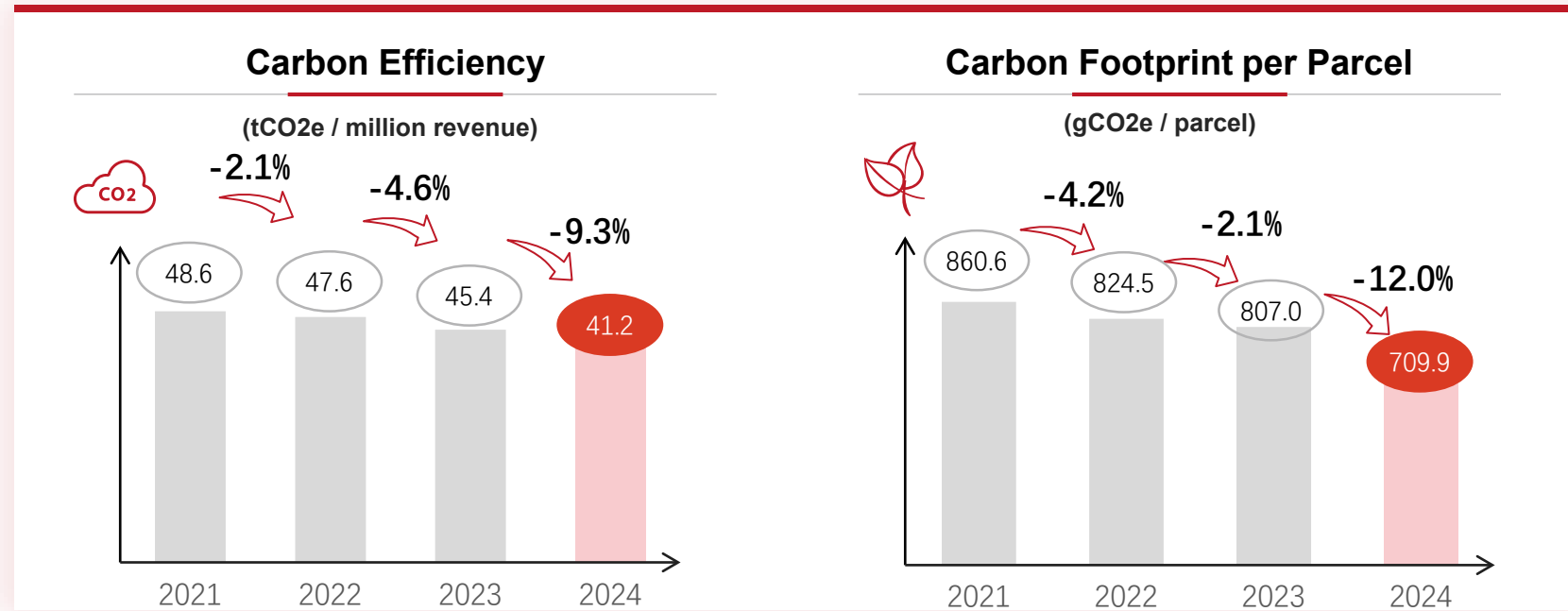
Cancelling Repurchased Shares

Buy back More Shares **in due course** to **Boost Market Sentiment**



ESG: Building Sustainable Logistics with a Strong Commitment to ESG

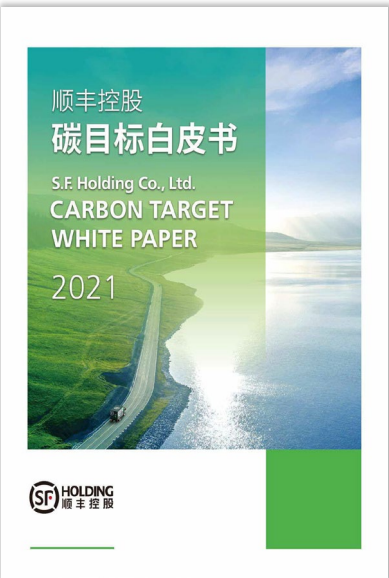
Significant Improvement in Carbon Efficiency with Continuous Reduction in Carbon Footprint¹



Compared to Carbon Target²
Baseline year (2021)

2030 Carbon Efficiency 55%↑

2030 Carbon Footprint Reduction per Parcel 70%↓



Creating Green Logistics Driven by Innovation

Green Ground Transportation

Sustainable Aviation Fuel (SAF)

Distributed Photovoltaics

Sustainable Packaging

Smart and Zero-Carbon Industrial Park

Digital and Intelligent Carbon Management Platform

Smart Routing Smart Packing

SF Forest

Visit "SF Website – Sustainability" for more information

Note 1: SF's GHG emissions data passed review by international independent third-party professional organization and obtained verification certificate for four consecutive years (2021-2024); 2: The long-term target does not include KLN as KLN has set and published its carbon targets, and SF has a different business pattern from KLN

ESG: Consistently Leading ESG Ratings with Multiple Awards Fully Demonstrating the Commitments

SF's ESG Practices are Widely Recognized by Domestic and International Rating Agencies and Media, and Have Received Multiple Awards



Three years consecutively (2022-2024)

BBB rated by MSCI

No. 1 in China Express & Logistics Industry

MSCI
ESG RATINGS



CCC B BB **BBB** A AA AAA



Three years consecutively (2022-2024)

Low Risk rated by Sustainalytics

Best Rating in Global Express & Logistics Industry



Three years consecutively (2022-2024)

B (Management Level) rated by CDP Climate

Leading Rating in Global Express & Logistics Industry



Four years consecutively (2021-2024)

Included in **FTSE ESG Index Series**



Brand Finance's 2024 **Top 10 Most Valuable Logistics Brands**, **Top 10 Brands with the Highest Sustainability Perceptions Value**



2024 Fortune **China ESG Impact List** (3 years consecutively)



2024 Forbes **China ESG 50 List**



2024 China Association for Public Companies

- **"Best Case for Public Companies' ESG Practices"** (3 years consecutively)
- **"Best Case for Public Companies' Board"** (2 years consecutively)



CCTV Finance
ESG Pioneer 100 of China Public Companies



Sina Finance
China ESG Golden Responsibility Awards 2024
— **Best Corporate Governance (G)**



Visit "SF Website – Sustainability" for more information

Agenda – FY2024 Investor Presentation

No.	Section
1	Earnings Highlights
2	Business Overview
3	Operation Overview
4	Financial & ESG Performance
5	Appendix: CAS vs IFRS Financials

Appendix: Summary Financials - CAS vs. IFRS

In RMB billion, unless otherwise specified	Chinese Accounting Standards (CAS)			International Financial Reporting Standards		
	2023	2024	YoY	2023	2024	YoY
P&L						
Revenue	258.4	284.4	10.1%	258.4	284.4	10.1%
Gross profit ¹	33.1	39.6	19.5%	32.6	38.9	19.2%
Gross margin	12.8%	13.9%	1.1 ppts	12.6%	13.7%	1.0 ppts
EBITDA ²	29.4	32.7	11.0%	29.4	32.7	11.0%
EBITDA margin	11.4%	11.5%	0.1 ppts	11.4%	11.5%	0.1 ppts
Net profit attributable to owners of the Company	8.2	10.2	23.5%	8.2	10.2	23.5%
Net profit margin attributable to the owners of the Company	3.2%	3.6%	0.4 ppts	3.2%	3.6%	0.4 ppts
Basic EPS	1.70	2.11	24.1%	1.70	2.11	24.1%
Weighted average ROE	9.2%	11.2%	2.0 ppts	9.2%	11.2%	2.0 ppts
Cash flow						
Cash flow from operating activities	26.6	32.2	21.1%	26.6	32.2	21.1%
Capex ³	13.5	9.9	-26.6%	13.5	9.9	-26.6%
Capex as % of revenue	5.2%	3.5%	-1.7 ppts	5.2%	3.5%	-1.7 ppts
Free Cash Flow ⁴	13.1	22.3	70.1%	13.1	22.3	70.1%
Assets and Liabilities						
Debt-to-asset ratio	53.4%	52.1%	-1.2 ppts	53.4%	52.1%	-1.2 ppts
Interest-bearing debt ⁵	66.5	57.3	-13.9%	66.5	57.3	-13.9%
Interest-bearing debt ratio	30.0%	26.8%	-3.2 ppts	30.0%	26.8%	-3.2 ppts
Interest coverage ratio ⁶	5.6x	6.7x	19.8%	5.6x	6.7x	19.8%
Cost of debt ⁷	3.4%	3.5%	0.1 ppts	3.4%	3.5%	0.1 ppts
Cash, cash equivalents and financial assets held for trading ⁸	47.0	43.7	-7.1%	47.0	43.7	-7.1%

Note: ¹ IFRS gross margin is lower than that under CAS as taxes and surcharges are categorized as cost of revenue under IFRS; ² EBITDA = Net profit + Income tax expense + Depreciation and amortization expense (including depreciation of right to use assets) + Net finance expense; ³ Capex refers to capital expenditure excluding equity investment, the figure is the same under both standards; ⁴ FCF = Cash flow from operating activities – Capital expenditure; ⁵ Interest-bearing liabilities under CAS = Short-term borrowings + Lease liabilities due within one year + Long-term borrowings due within one year + Bonds payable due within one year + Long-term borrowings + Bonds payable + Lease liabilities + Payables of bank supply chain financial products/refactoring payments + Loans from non-controlling interests; Interest-bearing liabilities under IFRS include all borrowings and lease liabilities (Loans from non-controlling interests is only disclosed under IFRS); ⁶ Interest coverage ratio = (Net profit + Total interest expense + Income tax expense) / Total interest expense; ⁷ Calculated as total interest expenses for the LTM as of the end of the period / the quarterly average of interest-bearing liabilities for the LTM; ⁸ Under both CAS and IFRS, the number is calculated as Cash and cash equivalents + Structured deposits



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