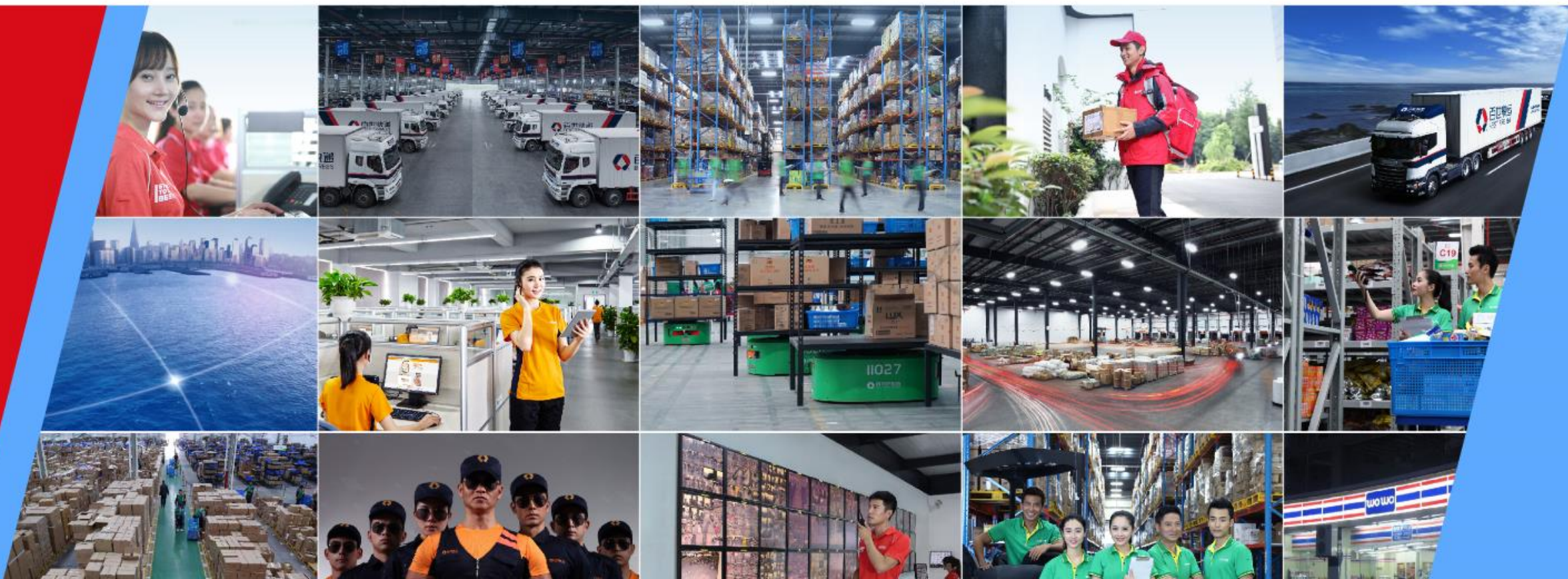


Q2 2021 Earnings Presentation

August 17, 2021



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This presentation contains forward-looking statements. All statements, other than statements of historical facts, contained in this presentation, including, without limitation, statements regarding our strategy and market opportunities, future operations, future financial position, future revenues, projected costs, prospects, plans and objectives of management, are forward-looking statements. The words “anticipate,” “believe,” “estimate,” “expect,” “intend,” “may,” “plan,” “predict,” “project,” “target,” “potential,” “will,” “would,” “could,” “should,” “continue,” and similar expressions are intended to identify forward-looking statements, although not all forward-looking statements contain these identifying words. These statements are forward-looking statements within the meaning of the U.S. securities laws. These forward-looking statements are made only, and are based on estimates and information available to the Company, as of the date of this presentation, and are not guarantees of future performance. These forward-looking statements are based on a number of assumptions which are subject to known and unknown risks, uncertainties and other factors that are beyond the Company’s control, such as the political, social, legal and economic environment in which the Company will operate in the future. Accordingly, actual results, performance or achievements may differ materially from those expressed or implied by these forward-looking statements and future results could materially differ from historical performance. Further information regarding these and other risks is included in the Company’s filings with the SEC. The Company undertakes no obligation to update or revise these forward-looking statements for events or circumstances that occur subsequent to the date of this presentation.

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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”, “Adjusted Total Operating Expenses”, “Adjusted Selling Expenses”, “Adjusted General and Administrative Expenses” and “Adjusted Research and Development Expenses”. 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.

- In the second quarter of 2021, the Company pressed forward with its strategic refocusing plan and built on the encouraging signs it was seeing in network stability, service quality, and cost reduction, while adapting to the competitive industry landscape. In particular, our Express made significant progress in unit cost reduction and network improvement with enhanced service quality. For Freight business, it continued its industry leading position and registered a net profit for the quarter with emphasis on its e-commerce capability. Supply Chain Management achieved profitability by serving high-margin customers and expanding cloud OFCs network supported by smart logistic management for enhanced operating efficiency. Its Global business continued growth momentum with parcel volume in Southeast Asia increasing 140.7% year-over-year despite a resurgence of the COVID-19 pandemic in the region
- Express remained committed to executing its refocusing strategy to optimize product and cost structure, improve network stability and flexibility, as well as enhance service quality during the second quarter. Parcel volume increased by 1.2% YoY to 2.3 billion. Gross margin decreased by 11.0 ppts due to a decline in ASP per parcel of 18.0% YoY, partially offset by a decrease in average cost per parcel of 8.5% YoY
- Freight continued its industry leading position and registered a net profit for the quarter with emphasis on its e-commerce capability. It returned to profitability at the bottom line in the second quarter of 2021
- Supply Chain Management continued the efforts on cost optimization, expanding cloud OFCs network and enhancing operating efficiency in the second quarter of 2021. Gross margin improved to 9.0% from the 5.4% in the first quarter of 2021, as it continued to focus on cost reduction and grow high-margin customers. The total number of orders fulfilled by Cloud OFCs increased by 8.2% YoY to 120.5 million in the second quarter and the total number of orders fulfilled by franchised Cloud OFCs increased by 36.3% YoY to 73.1 million
- Global continued its fast growth momentum in Southeast Asia and has made significant margin improvement . In the second quarter, parcel volume in Southeast Asia increased by 140.7% YoY to 38.8 million, with a gross margin improvement of 7.0ppts YoY

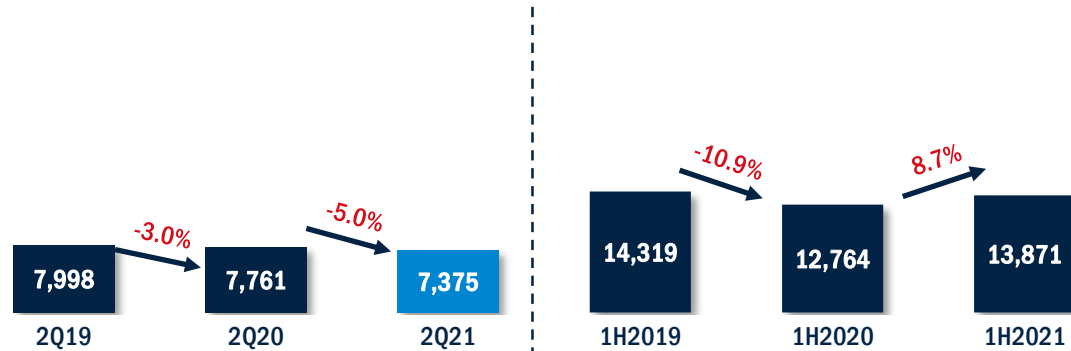
- In the second quarter of 2021, revenue was RMB7.4 billion, a decrease of 5.0% YoY, primarily due to a decrease in ASP in Express and Freight business segments, partially offset by an increase in Express and Freight volume; Gross Loss was RMB144.6 million, compared to gross profit RMB484.5 million in the same period of 2020, representing Gross Loss Margin of 2.0%, decreased by 8.2 ppts YoY
- In the second quarter of 2021, net cash used in continuing operating activities was RMB 127.5 million, compared to net cash generated from continuing operating activities of RMB754.3 million in the same period of 2020; cash and cash equivalents, restricted cash, and short-term investments totalled RMB3.4 billion at the end of the second quarter of 2021
- In the second quarter of 2021, net loss was RMB467.5 million, compared to a net profit of RMB42.7 million in the same period of 2020. Non-GAAP Net Loss was RMB435.8 million, compared to non-GAAP net profit of RMB80.6 million in the same period of 2020
- Based on current market conditions and current operations, revenue for fiscal year 2021 is expected to be between RMB28 billion to RMB32 billion, representing management's current and preliminary expectation, which is subject to change

 **Financial Results**

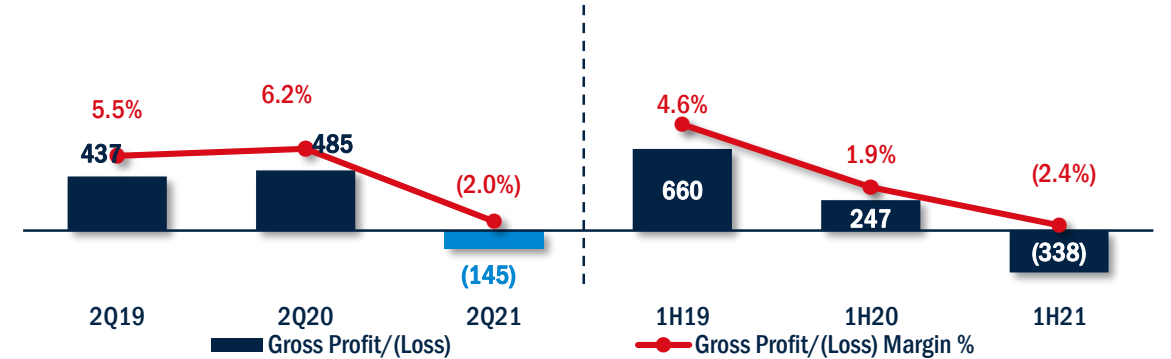
 Business Update

Financial Highlights – 2nd Quarter 2021

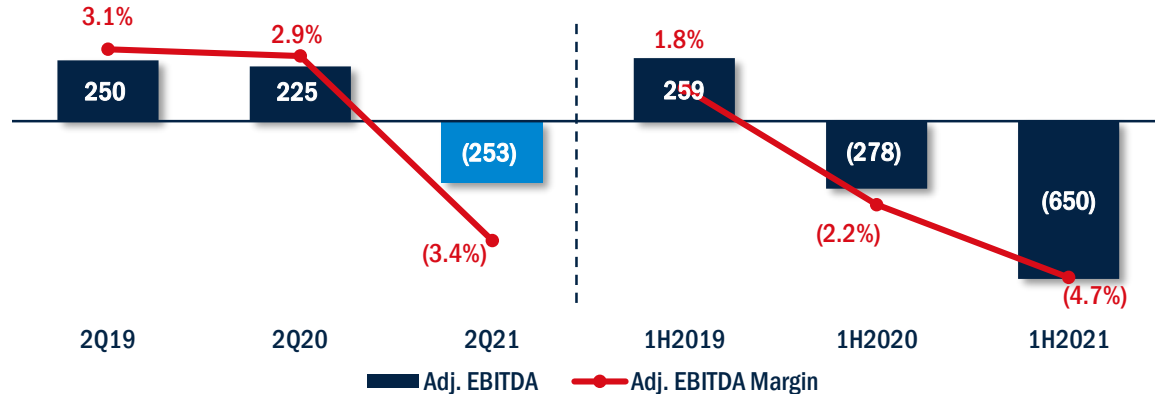
Revenue RMB mm



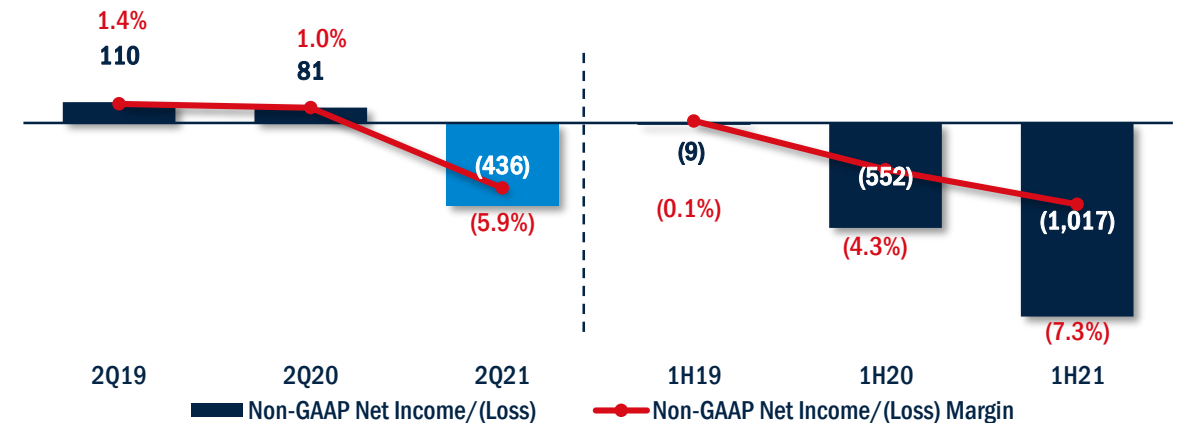
Gross Profit and Gross Margin RMB mm



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 derived from continuing business operations including Express, Freight, Supply Chain Management, Global, UCargo and Capital, and have been rounded to the nearest integer, tenth, or hundredth, and year-over-year comparisons are based on figures before rounding.

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 – 2nd Quarter, 2021



	2Q 2020		2Q 2021		
RMB mm (Except for %)	RMB	% of Revenue	RMB	% of Revenue	% Change YoY
Express	5,166	66.5%	4,281	58.0%	(17.1%)
Freight	1,371	17.7%	1,399	19.0%	2.0%
Supply Chain Management	510	6.6%	480	6.5%	(5.9%)
Global	193	2.5%	315	4.3%	63.4%
Others	522	6.7%	901	12.2%	72.5%
Total Revenue	7,761	100%	7,375	100%	(5.0%)

Notes:

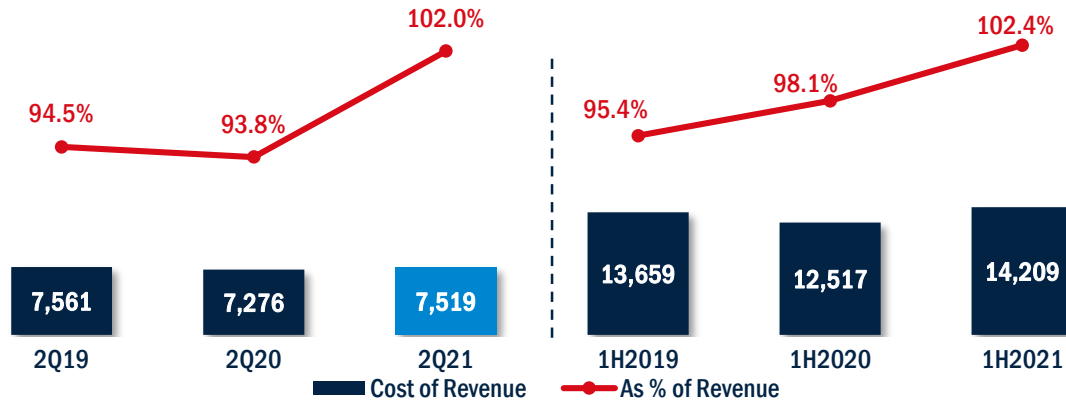
All numbers presented have been rounded to the nearest integer, tenth, or hundredth and may not add up. Year-over-year comparisons are based on figures before rounding.

According to the previous announcement to wind down the BEST Store* business, we reallocated its financials to discontinued operations. All numbers presented in this release are related to continuing business operations including Express, Freight, Supply Chain Management, Global, UCargo and Capital only, and exclude results from BEST Store*.

Cost trend – 2nd Quarter 2021

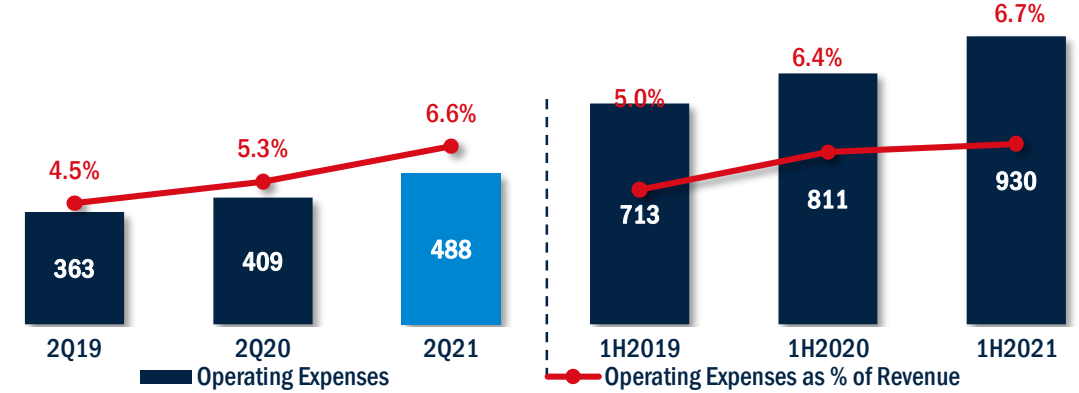
Cost of Revenue and % of Revenue

RMB mm



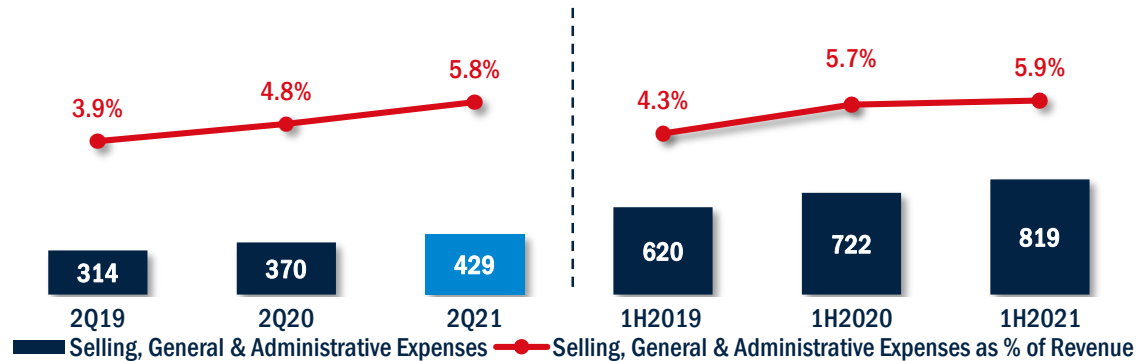
Adjusted Operating Expenses and % of Revenue ¹

RMB mm



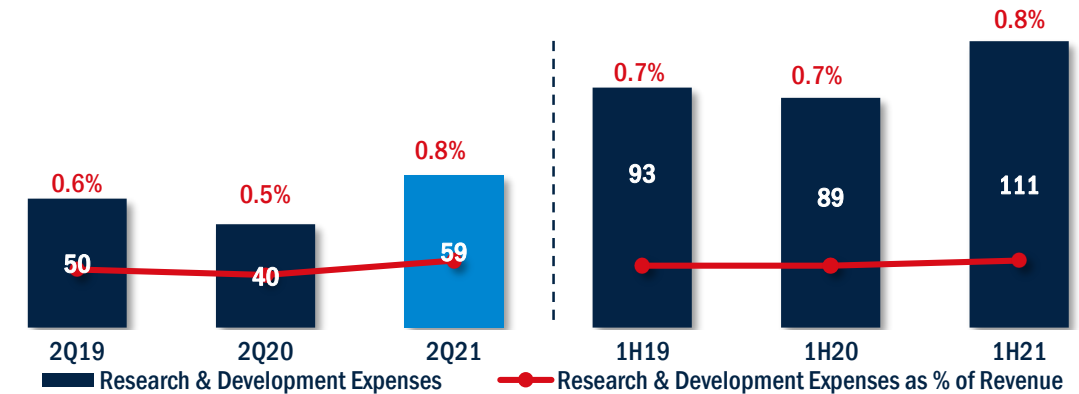
Adjusted Selling, General & Administrative Expenses and % of Revenue ¹

RMB mm



Adjusted Research & Development Expenses and % of Revenue ¹

RMB mm



Notes:

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.

According to the previous announcements to wind down the BEST Store⁺ business, we reallocated its financials to discontinued operations. All numbers presented in this release are related to continuing business operations including Express, Freight, Supply Chain Management, Global, UCargo and Capital only, and exclude results from BEST Store⁺.

1. All excluding SBC



Total

(RMB mm, except for %)

Revenue	4,281	1,399	480	315	901		7,375
YoY Growth	(17.1%)	2.0%	(5.9%)	63.4%	72.5%		(5.0%)
Growth Profit/(Loss)	(231)	33	43	(14)	24		(145)
Growth Profit/(Loss) Margin	(5.4%)	2.4%	9.0%	(4.4%)	2.7%		(2.0%)
YoY Growth	-11.0ppts	-6.9ppts	-0.7ppts	+7.0ppts	-4.5ppts		-8.2ppts
Adjusted EBITDA ¹	(216)	37	22	(47)	(8)	(41)	(253)
Adjusted EBITDA ¹ Margin	(5.0%)	2.6%	4.7%	(15.0%)	(0.9%)	-	(3.4%)
YoY Growth	-9.1ppts	-3.4ppts	+3.6ppts	+9.8ppts	+0.8ppts	-	-6.3ppts

Notes:

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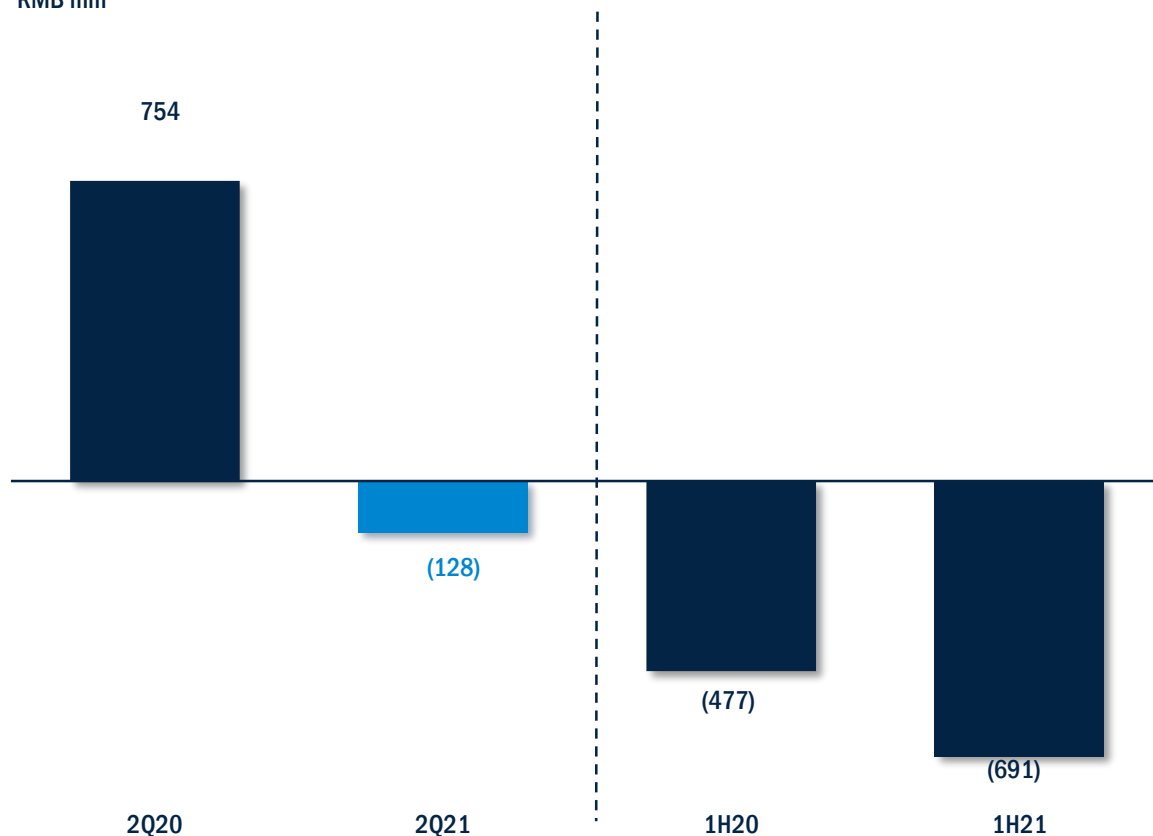
According to the previous announcement to wind down the BEST Store^{*} business, we reallocated its financials to discontinued operations. All numbers presented in this release are related to continuing business operations including Express, Freight, Supply Chain Management, Global, UCargo and Capital only, and exclude results from BEST Store^{*}.

1. EBITDA represents net income/(loss) excluding depreciation, amortization, interest expense and income tax expense and minus interest income. Adjusted EBITDA represents EBITDA excluding share-based compensation (SBC) expense and fair value change of equity investments. See the slide entitled "GAAP to Non-GAAP Measures Reconciliation" for more information about the non-GAAP measures used in this presentation.

As of June 30, 2021, cash and cash equivalents, restricted cash and short-term investments were RMB3.4 billion, compared to RMB4.0 billion as of March 31, 2021

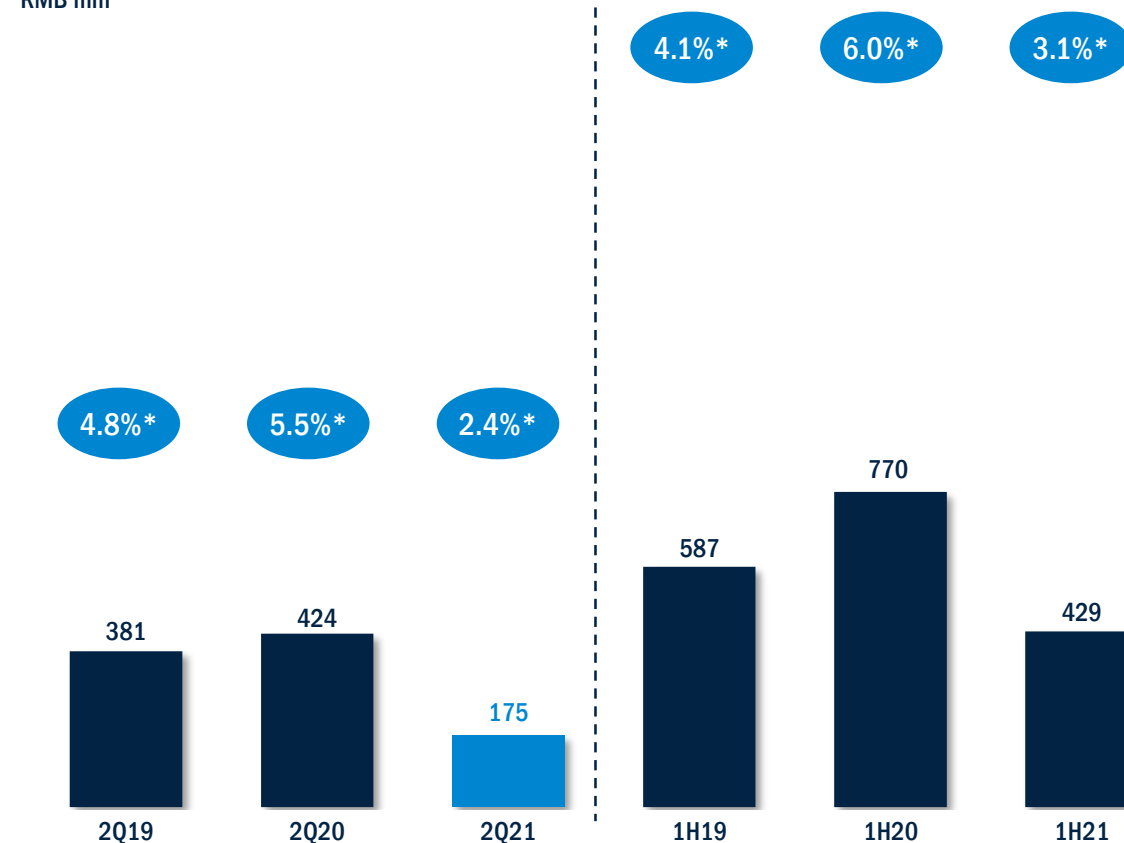
Operating Cash Flows from continuing operating activities

RMB mm



CAPEX

RMB mm



*As % of Revenue

GAAP to non-GAAP measures reconciliation



RMBmm
(Except for %)

Non-GAAP Net Profit/(Loss)	2Q20	2Q21	1H20	1H21
Net Profit/(Loss)	43	(467)	(624)	(1,072)
Add :				
Share-based Compensation on Expense ¹	37	32	71	61
Amortization of Intangible Assets resulting from Business Acquisitions	1	-	2	-
Add/(Subtract):				
Fair Value Change of Equity Investments	-	-	-	(6)
Non-GAAP Net Profit/(Loss)	81	(436)	552	(1017)
Non-GAAP Net Profit/(Loss) Margin	1.0%	(5.9%)	(4.3%)	(7.3%)
EBITDA and Adjusted EBITDA	2Q20	2Q21	1H20	1H21
Net Profit/(Loss)	43	(467)	(624)	(1,072)
Add :				
Depreciation & Amortization	118	154	233	305
Interest Expense	41	48	75	94
Income Tax Expense	4	(3)	9	2
Subtract:				
Interest Income	(18)	(17)	(40)	(34)
EBITDA	188	(285)	(348)	(705)
Add:				
Share-based Compensation Expense ¹	37	32	71	61
Add/(Subtract):				
Fair Value Change of Equity Investments	-	-	-	(6)
Adjusted EBITDA	225	(253)	(278)	(650)
Adjusted EBITDA Margin	2.9%	(3.4%)	(2.2%)	(4.7%)

Notes:

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According to the previous announcement to wind down the BEST Store⁺ business, we reallocated its financials to discontinued operations. All numbers presented in this release are related to continuing business operations including Express, Freight, Supply Chain Management, Global, UCargo and Capital only, and exclude results from BEST Store⁺.

1. In the second quarter of 2021, the Company recorded share-based compensation ("SBC") expense of RMB31.7 million, of which approximately RMB0.3 million was allocated to cost of revenue, RMB1.6 million was allocated to selling expenses, RMB27.7 million was allocated to general and administrative expenses, and RMB2.2 million was allocated to research and development expenses.

 Financial Results

 **Business Update**

Asset-light business utilizing our network, franchisee partners and 3rd party transportation service providers to provide express delivery of parcels



Highlights

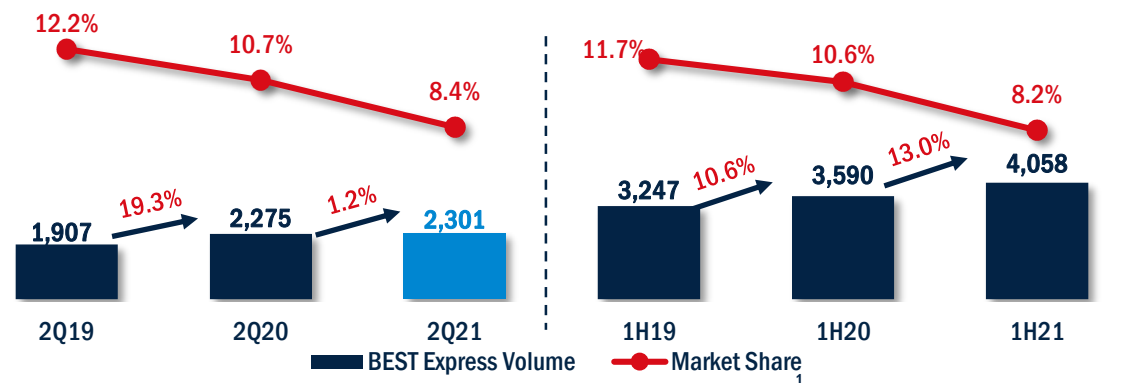
- In the second quarter of 2021, parcel volume increased by 1.2% YoY, representing market share of 8.4% during the quarter
- Gross margin decreased by 11.0 pts due to the ASP decline of 18.0% YoY, partially offset by a decrease in average cost per parcel of 8.5% YoY in the second quarter of 2021
- Covered 100% of districts and counties across China, self operated 85 hubs and sortation centers, managed 3,718 line hauls, 5,211 tier-1 franchises, and 55,134 last mile service outlets

Strategies

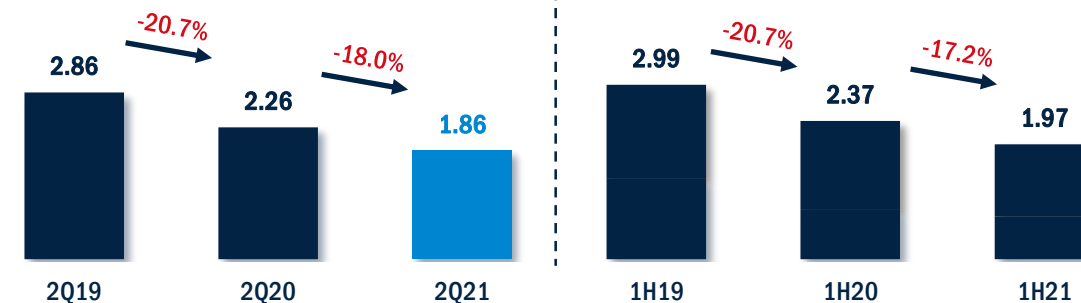
- Focus on long-term sustainable growth and profitability by focusing on gaining market share, improving operating efficiency, optimizing product structure, enhancing service quality and customer experience
- Continue to invest in automation to increase productivity and efficiency
- Extract revenue and cost synergy with BEST Freight and BEST Supply Chain Management

Parcel Volume

mm

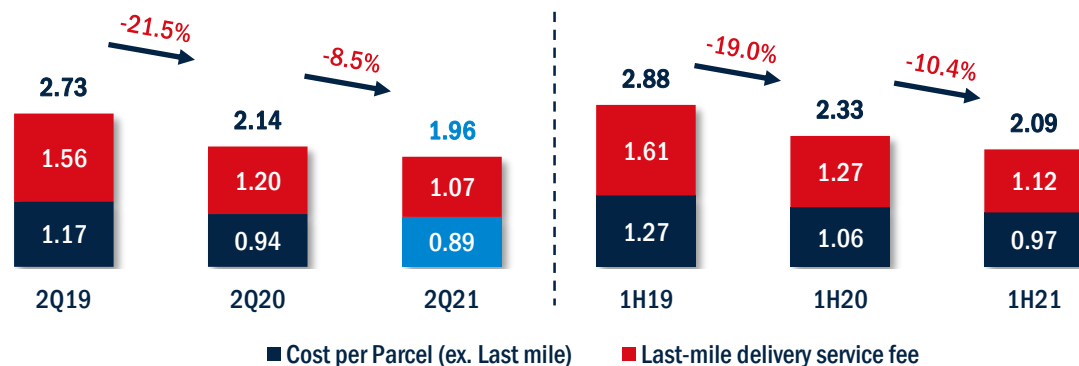
Revenue per Parcel²

RMB



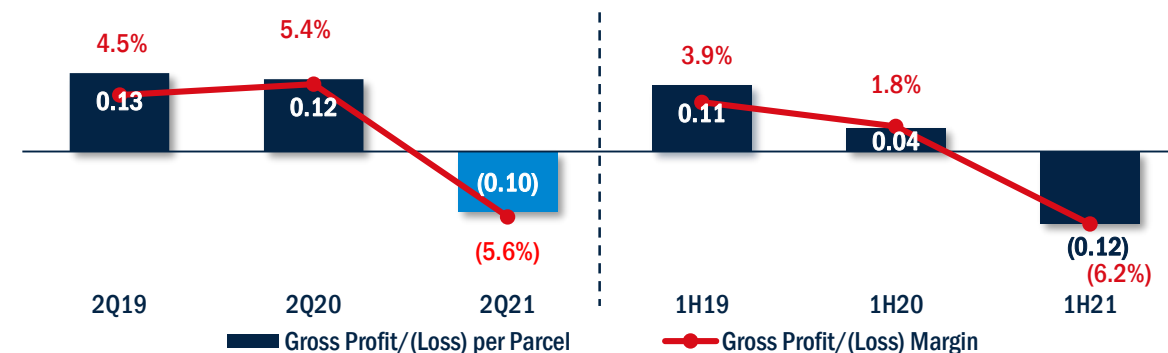
Cost of Revenue per Parcel

RMB



Gross Profit/(Loss) per Parcel

RMB



Notes:

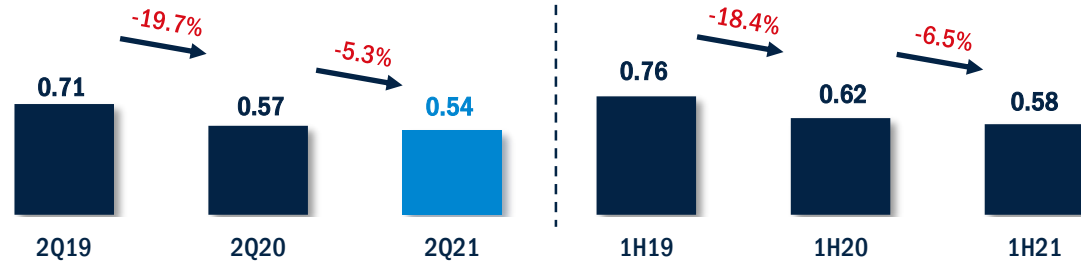
All numbers presented have been rounded to the nearest integer, tenth, or hundredth and may not add up. Year-over-year comparisons are based on figures before rounding.

1. Based on State Post Bureau of China

2. Revenue per parcel includes last-mile delivery service fees

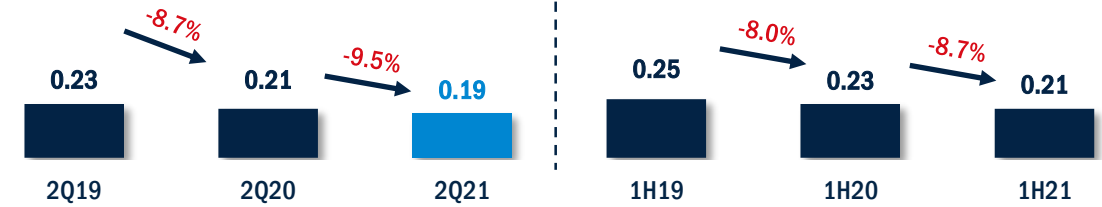
Transportation Cost per Parcel

RMB



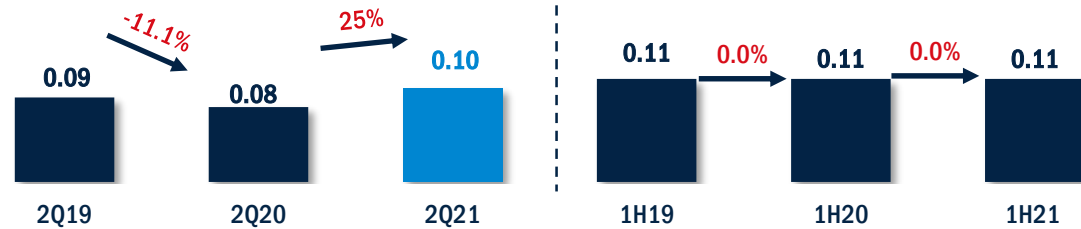
Labor Cost per Parcel

RMB



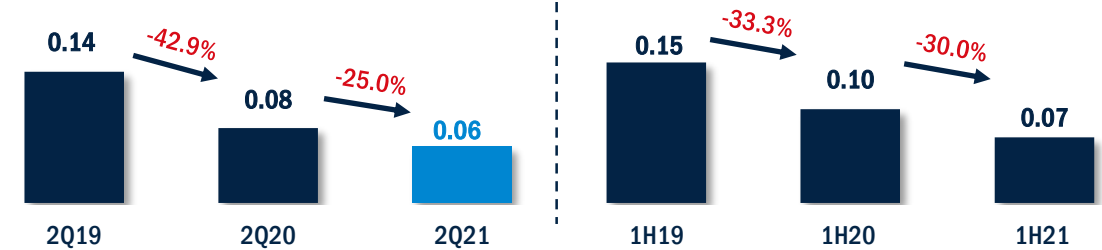
Lease Cost per Parcel

RMB



Other Costs per Parcel

RMB



Asset-light business utilizing our network, franchisee partners and 3rd party transportation service providers to provide LTL and FTL delivery



Highlights

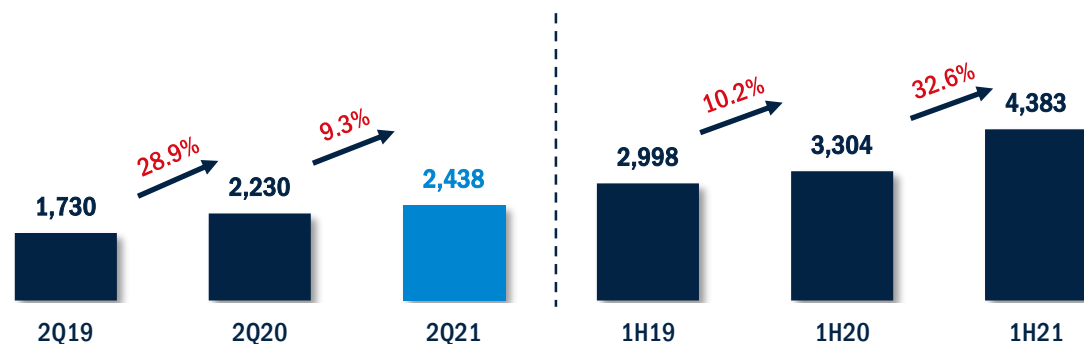
- The freight volume in the second quarter increased 9.3% YoY to 2.44 million
- Gross margin returned to profitability at the bottom line in the second quarter of 2021
- Covered 98.0% of districts and counties across China, self operated 90 hubs and sortation centers, managed 2,145 line hauls, 5,057 tier-1 franchisees, 20,322 last-mile service outlets

Strategies

- Grow e-commerce related transactions to improve product mix and profit margin
- Continue to invest in network, services to expand customer base and enhance customer experience
- Centralize dynamic route planning with Express to further reduce transportation costs

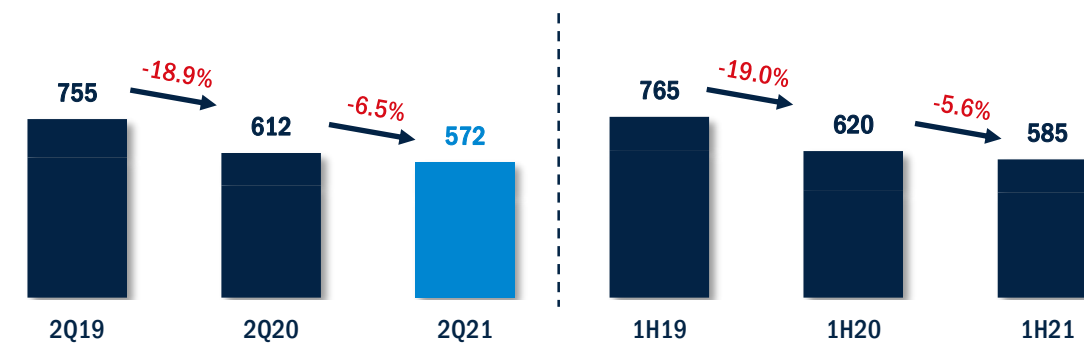
Freight Volume

000's tonnes



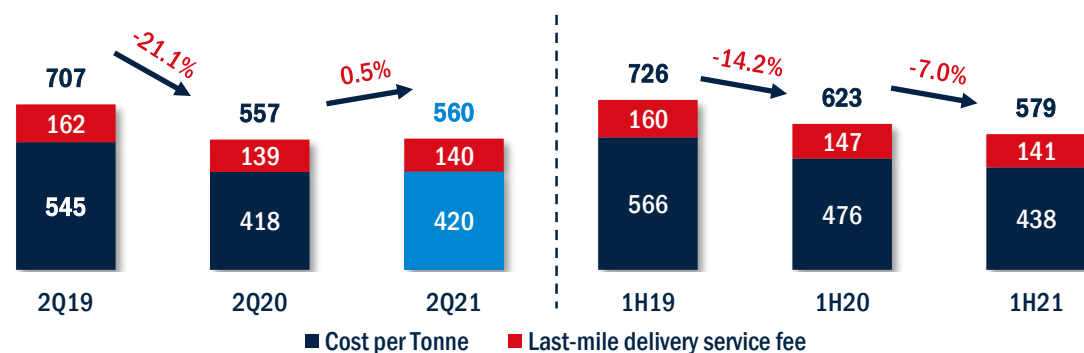
Revenue per Tonne ¹

RMB



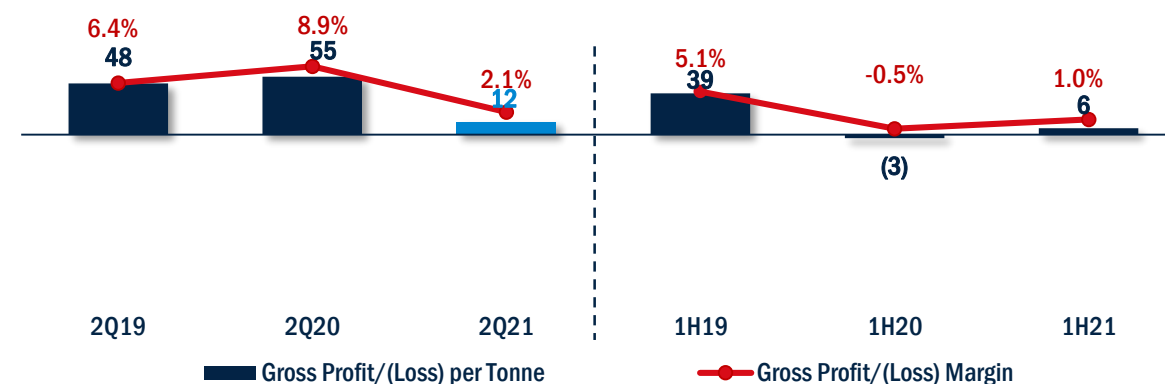
Cost of Revenue per Tonne

RMB



Gross Profit/(Loss) per Tonne

RMB

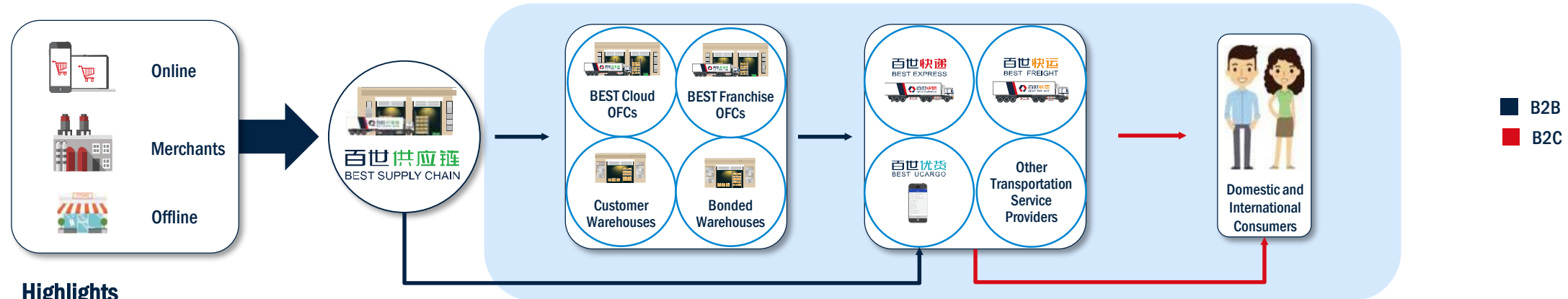


Notes:

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1. Revenue per Tonne includes last-mile delivery service fees

Integrated supply chain solutions including warehouse and inventory planning, online and offline fulfillment and transportation solutions, intra-city same-day delivery, and SaaS platform for merchants



Highlights

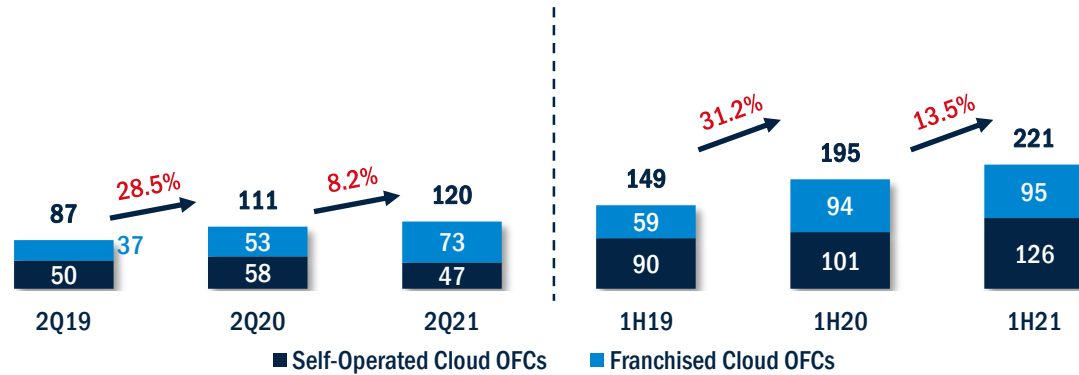
- In the second quarter of 2021, number of orders fulfilled increased by 8.2% YoY to 120.5 million, of which the total number of orders fulfilled by franchised Cloud OFCs increased by 36.3% YoY to 73.1 million
- Gross margin has improved to 9.0% in the second quarter from the 5.4% in the first quarter of 2021, as we continued to focus on cost reduction and grow our high-margin customers.
- Continued to expand nationwide network, increasing the total number of self-operated and franchised Cloud Order Fulfillment Centers by 1.4% YoY to 424, with GFA of 3.1 million square meters

Strategies

- One-stop solution: accelerate integration with other business units to offer integrated supply chain solutions to more customers and drive 2C order growth
- Expanding franchised cloud OFC business while focusing on projects with higher margins and clients with strong credit profiles, aiming for quality growth and profitability
- Focus on Fashion & Apparel and FMCG segments: continue to expand market leading position in these two segments
- New products and services offering: provide SaaS platform to merchants to digitize their supply chain; build out intra-city delivery network in major cities; develop fresh produce supply chain to enable rural villages to sell fresh produce directly to consumers

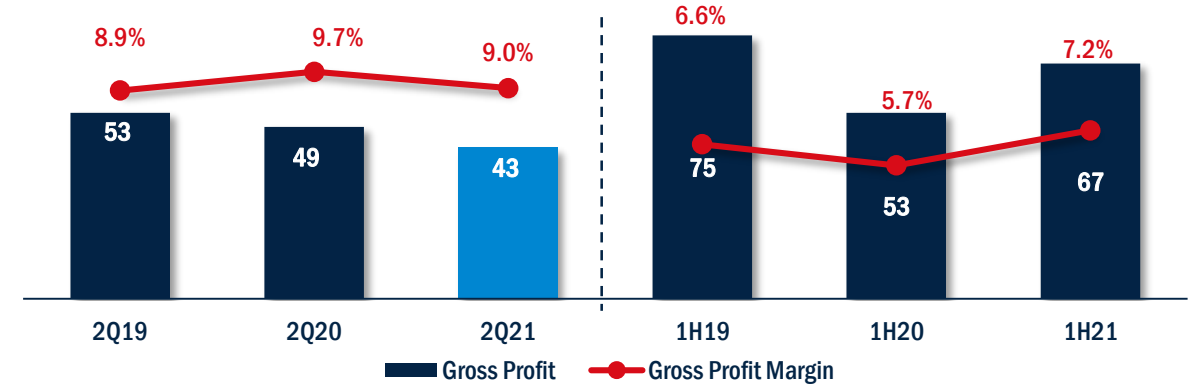
Number of Orders Fulfilled

mm



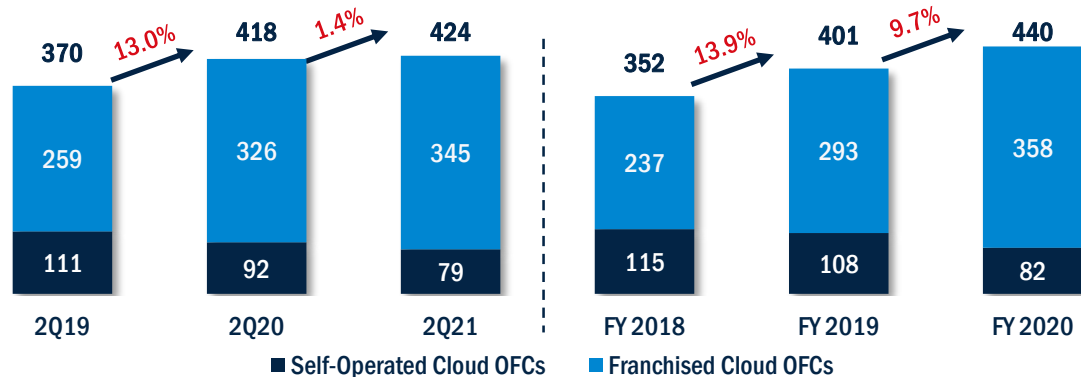
Gross Profit/(Loss)

RMB mm



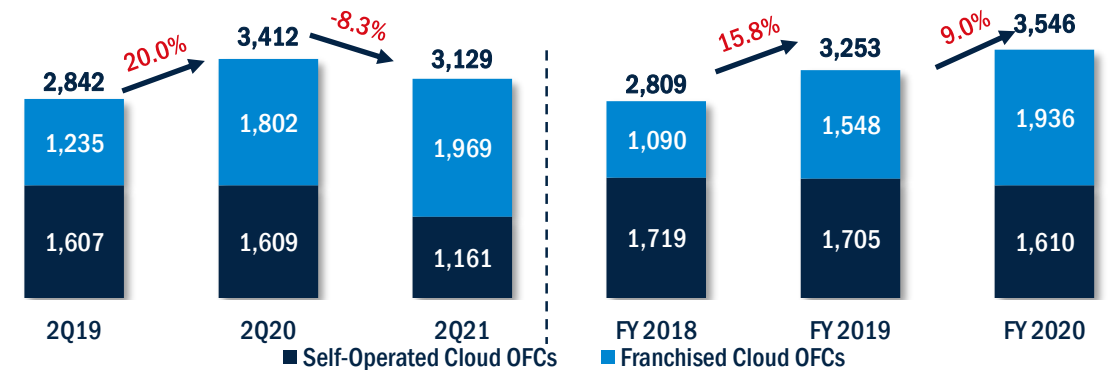
Number of Cloud OFCs

End of Period



Total Warehouse GFA

000's sqm (End of Period)



Real-Time Truckload Capacity Bidding Platform with Value-Added Services



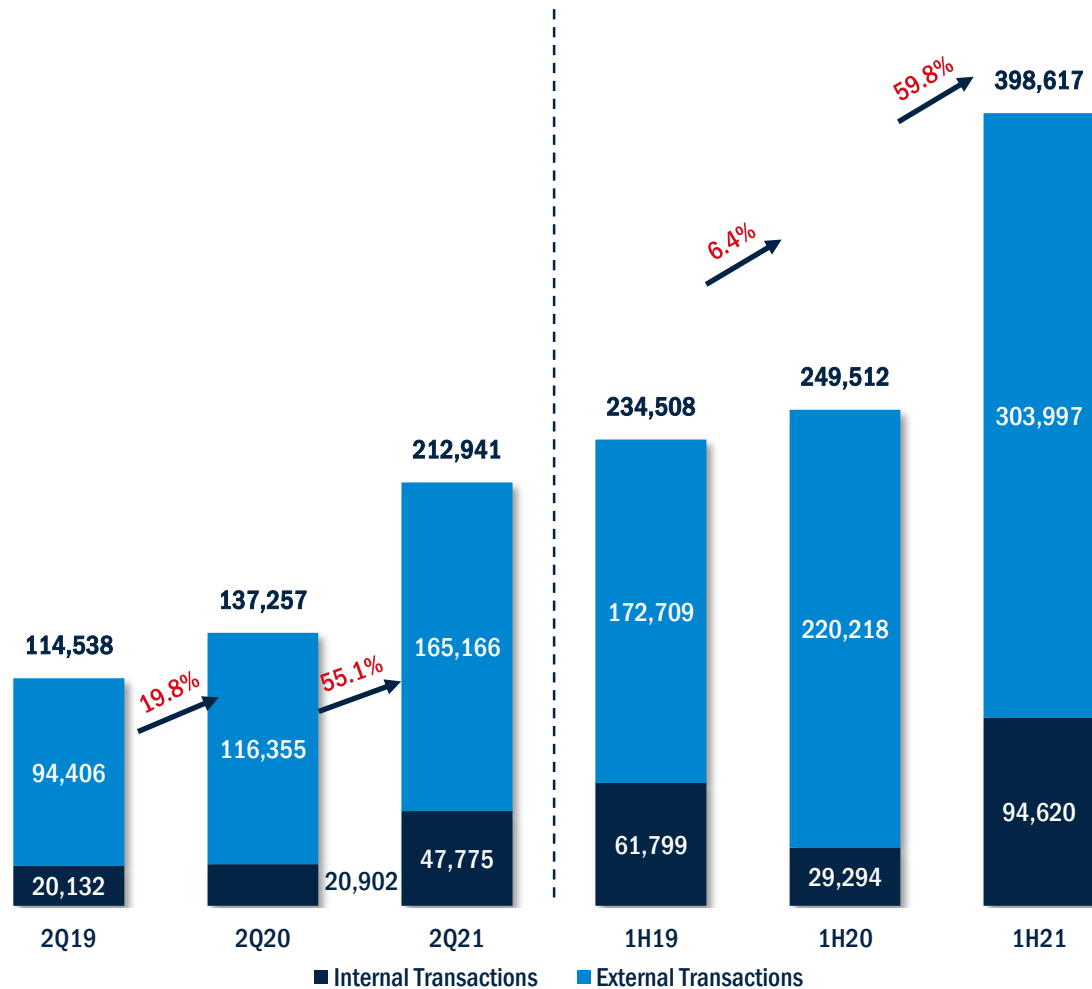
Highlights

- Number of registered drivers on the UCargo mobile app increased by 53.9% YoY to 375,802
- Number of transactions increased by 55.1% YoY to 212,941 in the second quarter of 2021
- Discontinued several key account customers to minimize credit exposure

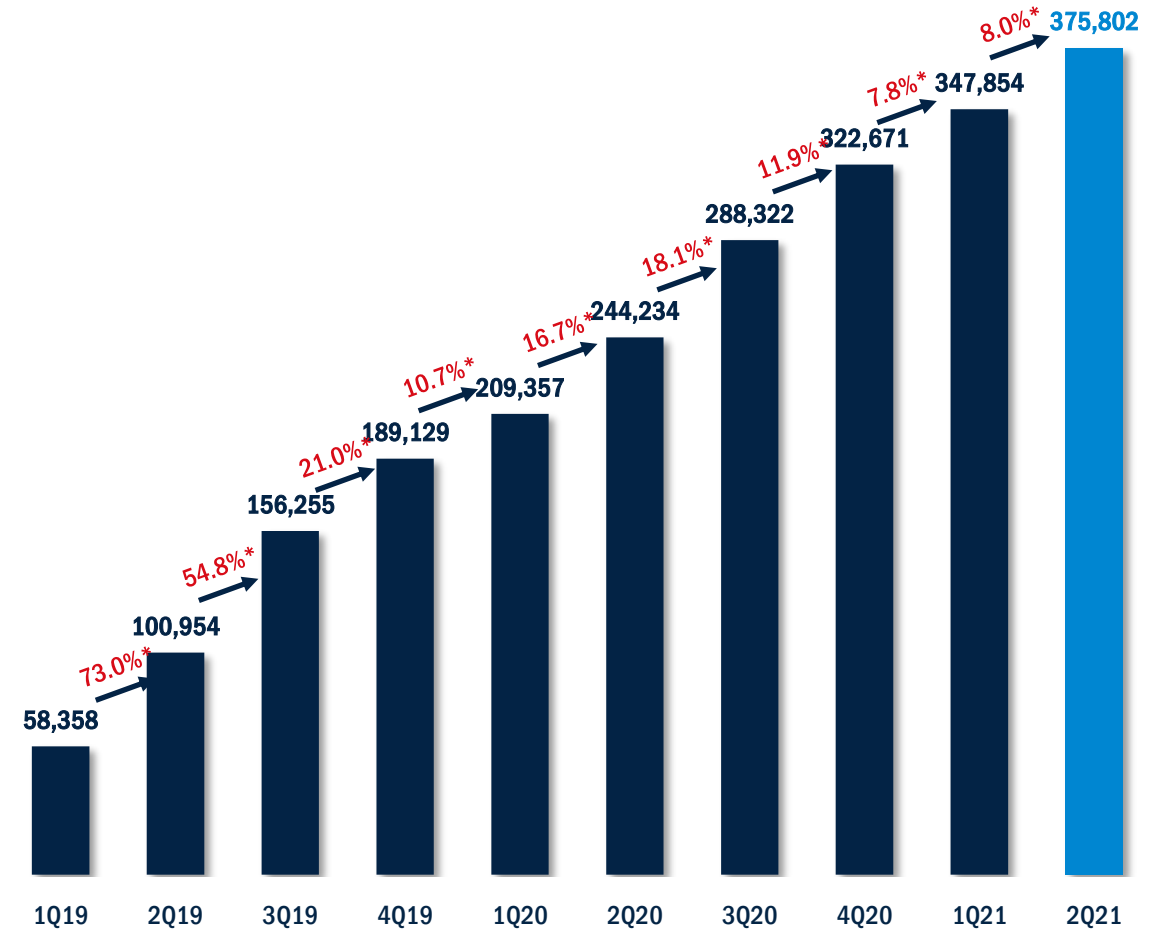
Strategies

- Continue to scale full-trucking brokerage model to connect more drivers and customers onto the UCargo platform
- Continue to roll out new solutions such as multimodal, LTL and clean energy vehicles
- Provide after-market services such as bulk purchases, insurance, maintenance and repairs to drive revenue growth and margin

UCargo - Number of Transactions

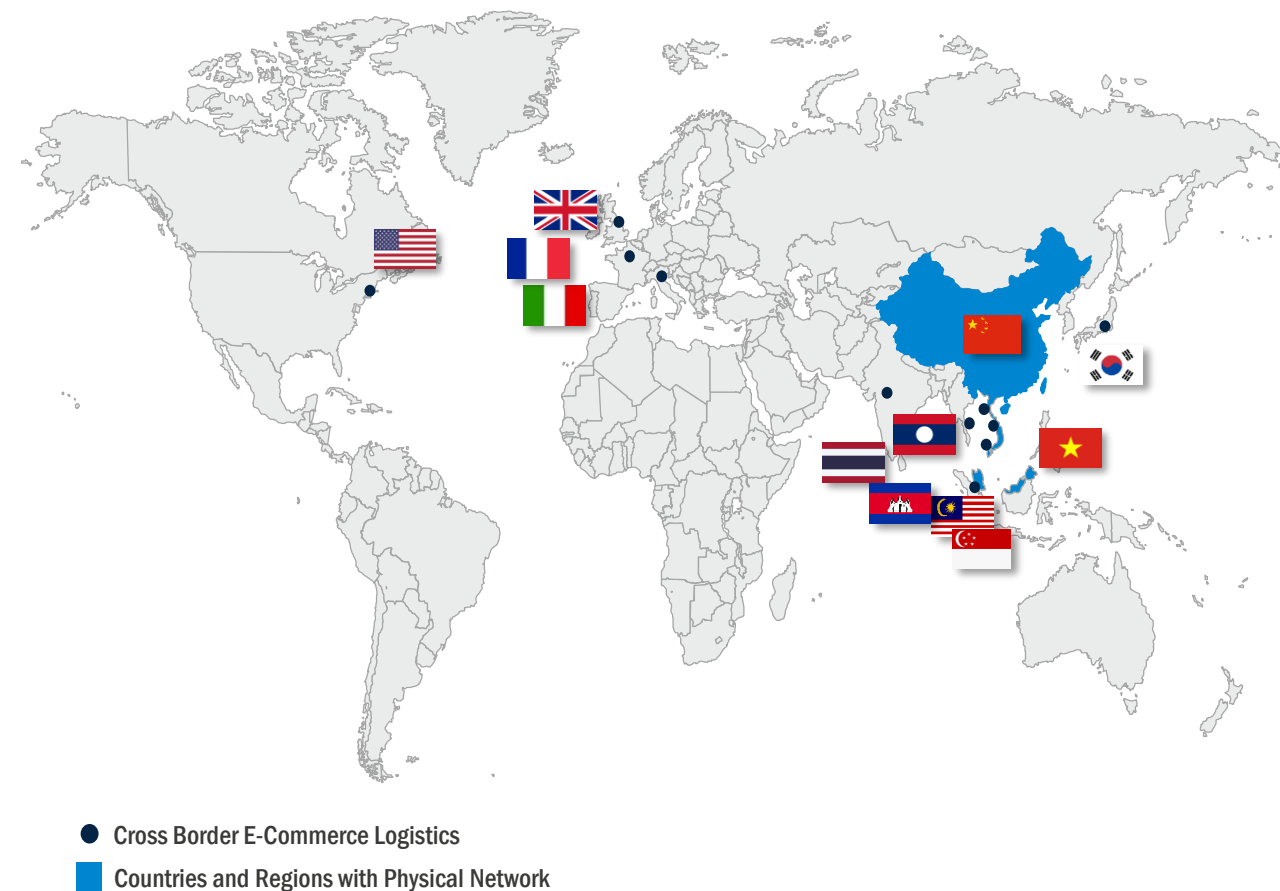


UCargo - Registered Drivers on the UCargo Platform End of Period



*QoQ Growth

International Express, Fulfillment, and Cross-Border E-Commerce Logistics



Highlights

- **Continued strong growth momentum in Southeast Asia**
 - In the second quarter, parcel volume in Southeast Asia increased by 140.7% YoY to 38.8 million, driven by 80.0% and 195.5% YoY growth in Thailand and Vietnam, respectively
 - Gross margin improved significantly by 7.0 ppts YoY in the second quarter, benefiting from economies of scale fueled by increased market share and network expansion in the region, as well as utilization of our strong supply chain management capabilities and cross-border logistics solutions by leveraging our Express, Freight and Supply Chain Management expertise

Strategies

- Capture enormous growth opportunities in Southeast Asia; continue to expand networks in Thailand, Vietnam, Malaysia, Singapore and Cambodia
- Develop more cross-border services and solutions

Parcel Volume in Southeast Asia

'000 Parcels





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BEST Inc.

Empower Business Enrich Life

Thank you!