



2Q 2026 Operational Update Presentation

July 2026



By attending the meeting where this presentation is made, or by reading the presentation materials and ancillary materials, you agree to be bound by the following limitations:

- The information in this presentation has been prepared by representatives of J&T Global Express Limited (the “**Company**”, and together with its subsidiaries and consolidated affiliated entities, the “**Group**”) for use in presentations by the Group at investor meetings for information purposes. This presentation contains data and information obtained from third-party studies. The Company has not independently verified the data and information obtained from these sources. No part of this presentation should form the basis of, or be relied on in connection with, any contract or commitment or investment decision whatsoever.
- No representation or warranty, express or implied, is made as to, and no reliance should be placed on, the fairness, accuracy, completeness or correctness of the information, or opinions contained herein. This material is not intended to provide, and you should not rely on, a complete and comprehensive analysis of the Group's financial, business and development prospects. Neither the Company nor any of its respective controlling persons, directors, officers, partners, employees, affiliates, agents, advisors or representatives shall have any responsibility or liability whatsoever (for negligence or otherwise) for any loss howsoever arising from any use of this presentation or its contents or otherwise arising in connection with this presentation.
- This presentation is based on the economic, regulatory, market and other conditions as in effect on the date hereof. The information set out herein may be subject to updating, completion, revision, verification and amendment and such information may change materially. Subsequent developments may affect the information contained in this presentation. None of the Company or any of its or their respective controlling persons, directors, officers, partners, employees, affiliates, agents, advisors or representatives is under any obligation to update, revise or affirm the information contained in this document.
- The information communicated in this presentation contains certain statements that are or may be forward-looking. These statements typically contain words such as “will”, “may”, “expects”, “forecasts”, “plans” and “anticipates” and words of similar import. By their nature, forward-looking statements involve risk and uncertainty because they relate to events and depend on circumstances that will occur in the future. There may be additional material risks that are currently not considered to be material or of which the Company and its advisors or representatives are unaware. Against the background of these uncertainties, readers should not rely on these forward-looking statements. The Company assumes no responsibility to update forward-looking statements or to adapt them to future events or developments.
- Financial figures of the Group included in this presentation have been prepared in accordance with International Financial Reporting Standards (“**IFRS**”) (unless specified otherwise) which differ in certain significant respects from generally accepted accounting principles in other countries. This presentation includes certain measures of financial performance which are not measures of financial performance under the IFRSs, such as “adjusted net loss” or “adjusted EBITDA”. These measures are presented because the Company believes they are useful measures to determine the Company's operating performance. However, they should not be considered as an alternative to cash flows from operating activities, a measure of liquidity or an alternative to net profit or indicators of the Company's operating performance on any other measures of performance derived in accordance with IFRSs. Because they are not IFRSs measures, they are not comparable to similarly titled measures presented by other companies.
- This presentation and the information contained herein does not constitute or form part of any offer for sale or subscription of or solicitation or invitation of any offer to buy or subscribe for any securities of the Company or any of its subsidiaries or affiliates in any jurisdiction. This presentation contains no information or material which may result in it being deemed (1) to be a prospectus within the meaning of section 2 (1) of the Companies (Winding Up and Miscellaneous Provisions) Ordinance (Chapter 32 of the Laws of Hong Kong) (the “**CWUMPO**”), or an advertisement or extract from or abridged version of a prospectus within the meaning of section 38B of the CWUMPO or an advertisement, invitation or document containing an advertisement or invitation falling within the meaning of section 103 of the Securities and Futures Ordinance (Chapter 571 of the Laws of Hong Kong) or (2) in Hong Kong to have effected an offer to the public without compliance with the laws of Hong Kong or being able to invoke any exemption available under the laws of Hong Kong and is subject to material change without notice.
- The securities of the Company have not been and will not be registered under the United States Securities Act of 1933, as amended (the “**Securities Act**”), or under the laws of any state of the United States. This presentation does not constitute or form a part of any offer or solicitation to purchase or subscribe for securities in the United States and is not for distribution, directly or indirectly, in or into the United States (including its territories and possessions, any state of the United States and the District of Columbia). The securities of the Company will not be offered or sold in the United States, except in transactions exempt from, or not subject to, the registration requirements of the Securities Act. There will be no public offer of the Company's securities in the United States. By reviewing this presentation, you are deemed to have represented and agreed that you and any customers you represent are either (i) a “qualified institutional buyer” (within the meaning of Rule 144A under the Securities Act), or (ii) a person outside the United States (within the meaning of Regulation S under the Securities Act) who would intend to participate in any investment in an “offshore transaction” as defined in Regulation S under the Securities Act. You are also deemed to have represented and agreed that you and any customers you represent are professional investors as defined in the Securities and Futures Ordinance (Chapter 571 of the Laws of Hong Kong) and any rules made thereunder.
- This presentation and the information contained herein is highly confidential and being furnished to you solely for your information and may not be reproduced or redistributed in any manner to any other person, in whole or in part. In particular, neither the information contained in this presentation nor any copy hereof may be, directly or indirectly, taken or transmitted into or distributed in the United States, Canada, Australia, Japan, Hong Kong or any other jurisdiction which prohibits the same except in compliance with applicable securities laws. Any failure to comply with this restriction may constitute a violation of U.S. or other national securities laws. No money, securities or other consideration is being solicited, and, if sent in response to this presentation or the information contained herein, will be accepted.
- By attending this presentation, you acknowledge that you will be solely responsible for your own assessment of the market and the market position of the Group and that you will conduct your own analysis and be solely responsible for forming your own view of the potential future performance of the business of the Group. None of the Company or any of its or their respective affiliates, controlling persons, directors, officers, partners, employees, agents, representatives or advisers of any of the foregoing shall have any liability in respect of the use of, or reliance upon, the information contained herein by you or any person to whom the information herein is disclosed. Any decision to purchase securities in the context of a proposed offering of securities, if any, should be made solely on the basis of information contained in an offering circular or prospectus prepared in relation to such offering. In all cases, interested parties should conduct their own investigation and analysis of the Group and the data contained in this document.

2Q 2026 Operational Highlights

Group Average Daily Parcel Volume

Over 100 Mn

for the First Time

Non-China Parcel Contribution Increased YoY

SEA Parcel Volume

+ 63%_{yoy} 

Sustained High Growth

Others⁽¹⁾ Parcel Volume

+ 136%_{yoy} 

Strong Growth in Latin America

China Parcel Volume

+ 11%_{yoy} 

Outperformed Industry Growth

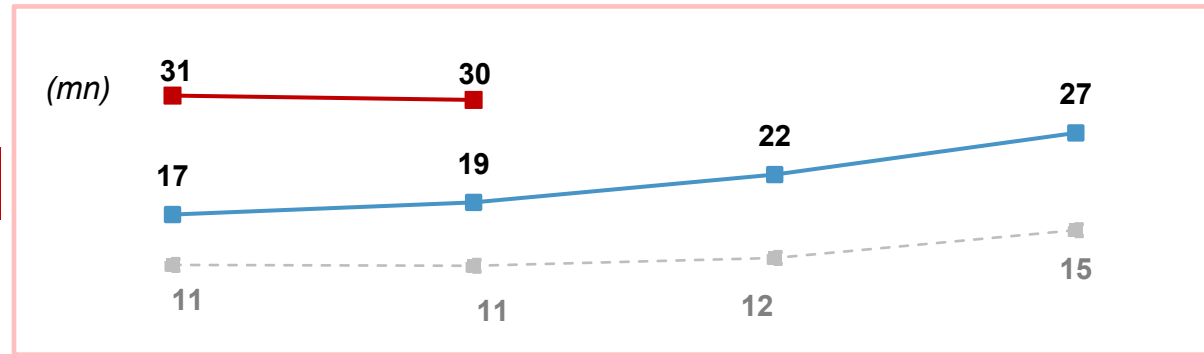
Note :

1. Regions excluding China and Southeast Asian markets. "Others" in subsequent business discussions refers to these markets.

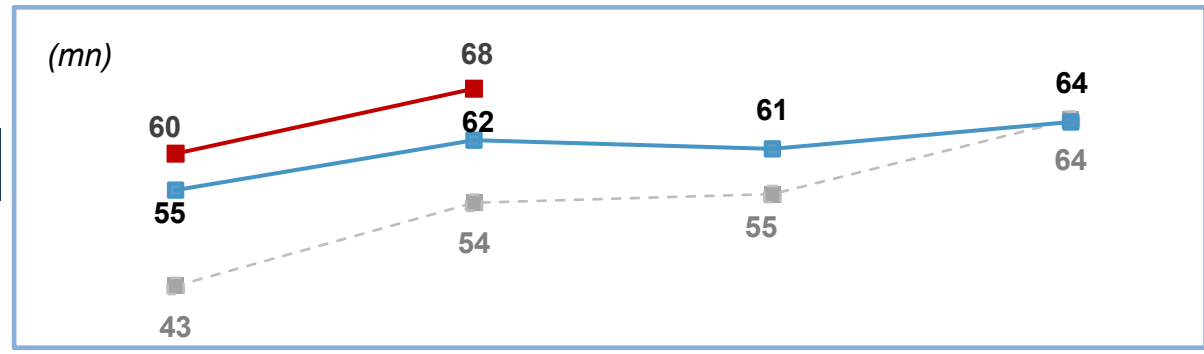
Quarterly Average Daily Parcel Volume

--- 2024 — 2025 — 2026

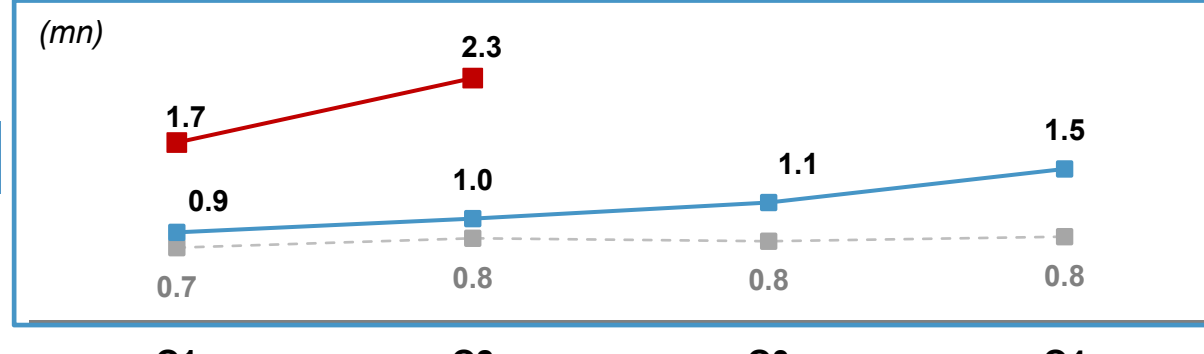
SEA



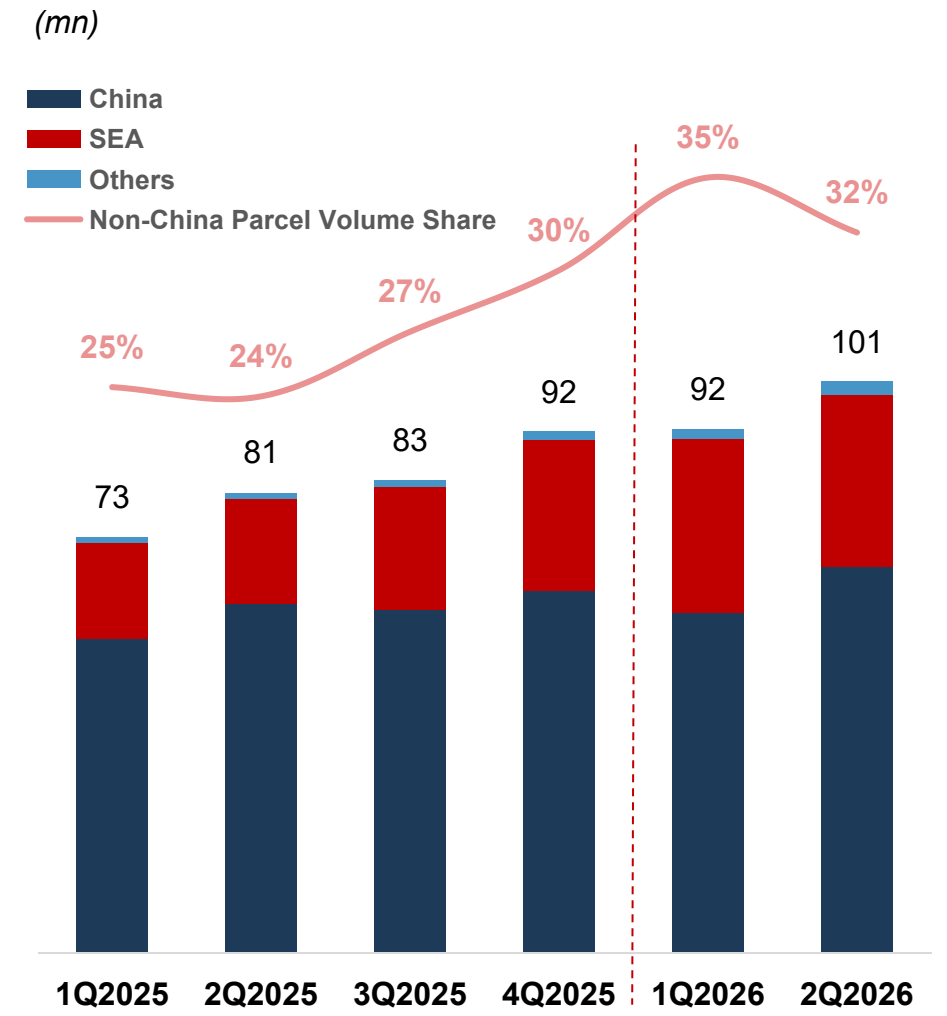
China



Others

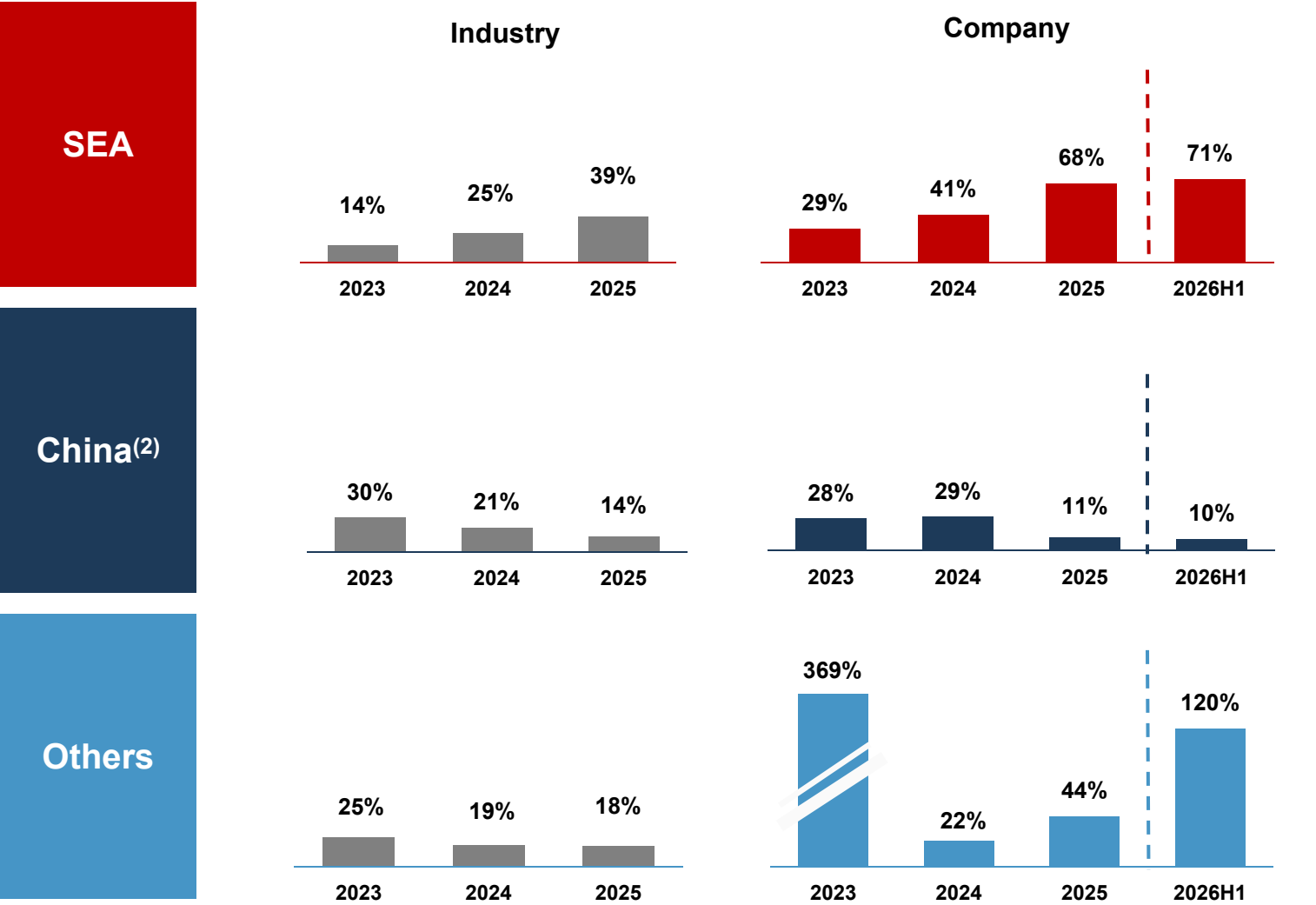


Non-China Parcel Proportion Maintained at a High Level



Overseas Markets Continued to Outpace Industry Growth

Parcel Volume YoY Growth⁽¹⁾



Notes:
1. Source: Frost & Sullivan
2. The industry numbers have been restated since 2025 according to the stats disclosed by the State Post Bureau of the PRC.

Quarterly Highlights



SEA E-commerce 6.6 Campaign



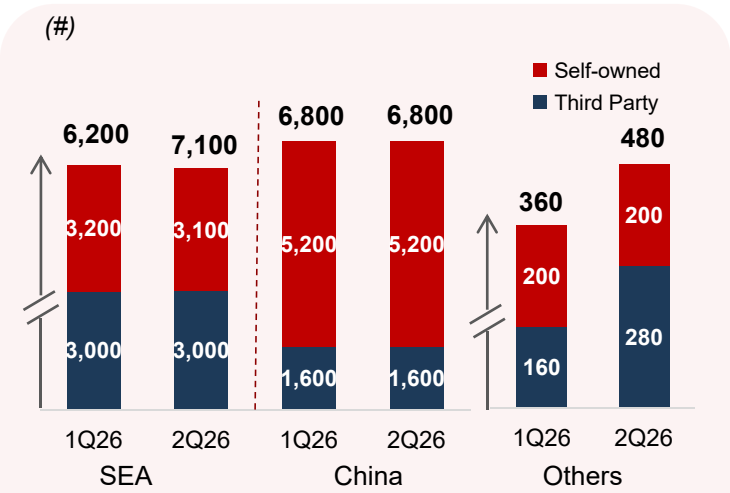
China Agri-products Line



LatAm June Campaign × World Cup Fulfillment

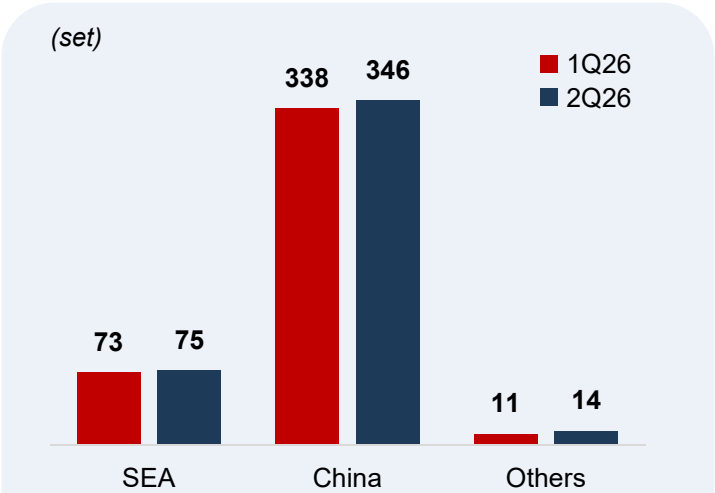
Continued Investment in Key Markets and Network Optimization

Build an Efficient Fleet



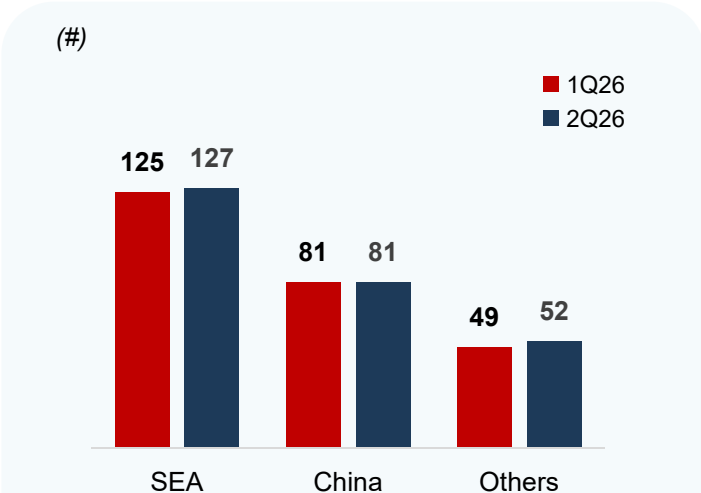
Higher 9.6M Vehicle Mix in SEA

Continuously Invest in Automated Sorting Machines



Upgraded Automated Sorting Machines in SEA

Upgrade Sorting Centers



Yiwu Sorting Center under construction

China's Advanced Logistics Expertise Enables Global Markets

Model Enablement

- Including direct operated outlets, network partners, DSP
- Rapid network establishment via asset-light model

Talent Provision

- Selecting professional talents for overseas markets expansion
- Identifying high-quality network partners overseas

AI for Cost Efficiency

- Intelligent Addressing, Routing, Volume, Customer Service, Forecasting, Assistant, and Visual Recognition

Equipment Enabling Overseas Markets

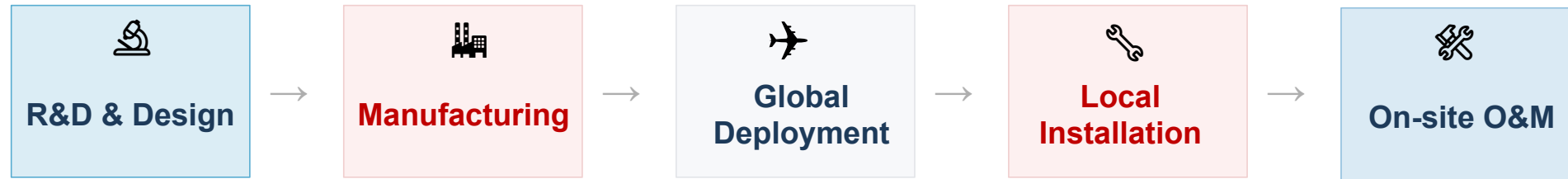
- The wholly-owned equipment subsidiary facilitates the growth of overseas markets

Case Study: Automation Upgrade Project at Tangerang, Indonesia

Cost Savings and Efficiency Improvements:
~40% shorter sorting time, and ~150% higher peak sorting efficiency



Global Enablement:
The wholly-owned equipment subsidiary supports J&T's global automation upgrades with end-to-end R&D, customization, and on-site O&M



Broader Index Inclusion, More Diversified Investor Base

2024

2025

2026

Apr

May

Jun

Mar

Jun

Hang Seng Index

- Included in Hong Kong's **core blue-chip benchmark**
- Broadened institutional coverage and improved trading liquidity

MSCI China Index

- Included in **a core global benchmark for China assets**
- Enhanced global visibility and investor allocation interest

FTSE China 50 Index

- Expanded visibility among offshore index, pension and global benchmark fund

Stock Connect

- Unlocked access to Mainland investors
- Southbound ownership reached **~7.65%** as of Jun 30, 2026

Hang Seng Composite Index

- Prerequisite for Stock Connect eligibility

Consistent Share Repurchases to Show Long-Term Development Confidence

- As of June 30, 2026, the Company has repurchased a cumulative total of 179 million shares since its listing, with total consideration of **HK \$1,390 million**.
- Under the HK\$1.0 billion share repurchase mandate authorized by the Board of Directors in 2025, **actual repurchase consideration amounted to HK \$864 million**. Pursuant to the announcement dated June 25, 2026, the Board has approved a new share repurchase programme, **increasing the maximum repurchase amount to HK\$2.0 billion**.

	2H2024	1H2025	2H2025	1H2026
<i>Shares repurchased(mn)</i>	27.1	45.4	7.2	99.3
<i>Repurchase amount(mn HKD)</i>	162.2	269.2	69.3	889.0
<i>Repurchase ratio(%)⁽¹⁾</i>	0.30	0.51	0.08	1.05

Note:

1. Repurchase Ratio: percentage of shares repurchased relative to total shares outstanding prior to repurchase.

J&T EXPRESS

