2021 INVESTOR DAY

CAINIAO NETWORK- Smart Logistics Network

WAN Lin, CEO of Cainiao Network
Major Strategic Opportunities for the Logistics Industry

物流进入重大战略机遇期

**Double-digit Growth Driven by E-commerce**

- 27% \(\text{Global parcel volume YoY growth}^{(1)}\)
- 37% \(\text{China parcel volume YoY growth}^{(2)}\)

**Service Upgrade to Satisfy Diverse Needs**

- Faster Shipment
- More Convenience
- More Options

Top 3 Priorities for Consumers\(^{(3)}\)

**Efficiency Enhancement Leveraging IoT**

- No.1 Manufacturing
- No.2 Logistics
- No.3 Energy

Top 3 Industries Using IoT\(^{(4)}\)

**Stronger Industry Commitment to Decarbonization**

- DHL: Net-zero emissions by 2050\(^{(5)}\)
- FedEx: Carbon-neutral operations by 2040\(^{(6)}\)
- Higher standards set by Chinese authorities

Notes:
3. Based on Cainiao's survey.
5. Based on DHL Annual Report.
01 Macro Environment

02 Value Proposition

03 Business Updates
Business Overview

消费者

消费者物流
- Cainiao Post
- Cainiao Guoguo

商家

国际物流网络
- Inbound Supply Chain
- Outbound Parcel Network
- Outbound Freight Network

国内智能供应链
- Manufacturer-to-customer Fulfillment
- Omni-channel Supply Chain Solutions
- City Delivery Network

物流公园
- Domestic Logistics Parks
- Domestic Sorting Centers
- Industry Parks
- Overseas eHubs
- Overseas Warehouses

物流技术
- IoT
- Smart Supply Chain
- Digital Management Systems

无可比的同行业

电子商务

菜鸟业务全景图
## Business Overview

### Consumers
- **Consumer Logistics**
  - Logistics technology and value-added services
  - 9% of Total Revenue\(^{(1)}\)

### Merchants
- **International Logistics Network and Domestic Smart Supply Chain**
  - One-stop end-to-end fulfillment solutions
  - 89% of Total Revenue\(^{(2)}\)

### Logistics Partners
- **Logistics Parks and Technology**
  - Asset operation and management services
  - > RMB20 Bn Assets on Balance Sheet\(^{(3)}\)

### Notes:
1. Consumer Logistics business revenue as percentage of total revenue for the six months ended September 30, 2021.
2. International Logistics Network and Domestic Smart Supply Chain business revenue as percentage of total revenue for the six months ended September 30, 2021.
01 Macro Environment
02 Value Proposition
03 Business Updates

宏 美 环 境
价 值 主 张
业 务 进 展
Consumer Logistics: Enhanced Experience Driven by Digital Upgrade

消费者物流：数智化改造提升消费者体验

Cainiao Post: Digitalized Community Service Centers
菜鸟驿站：数字化多元社区服务中心

- China’s leading last-mile network
  中国领先的末端包裹网络
- 2/3 of cities covered
  2/3的城市覆盖
- 30,000+ digitalized rural posts
  30,000+数字化农村站点

Digitalization plus value-added services
数字化改造与增值服务

Enhancing consumer experience
提升消费者体验

Catering to local community needs
满足社区需求

88%

Daily Package Volume YoY Growth
日常包裹量同比增长

~64 Mn Packages per Day
约64百万个包裹

Cainiao Guoguo: Crowdsourced Parcel Delivery Platform
菜鸟裹裹：数字化众包寄件平台

- China’s leading crowdsourced parcel delivery platform
  中国领先的众包包裹服务平台
- Convenient service, enhanced experience
  便利服务, 提升体验

Redefining service standards and consumer experience
重新定义服务标准和消费者体验

Aggregating delivery capacity of ecosystem partners
聚合生态伙伴的配送能力

30-minute pick-up at doorstep
30分钟上门取件

One-click recycling pickup from door
一键回收快递从门取件

Notes:
3. As of September 30, 2021.
Consumer Logistics: Enhanced Experience Driven by Digital Upgrade

On-demand delivery from post to door: 300+ unmanned vehicles deployed

包裹按需上门：300+台无人车提供一键预约驿站上门服务

Digitalized unmanned posts: 100+ operating 24/7

数字化无人驿站：100+个24小时无人驿站投入运营 满足消费者全天取件需求

Order placement

Real-time status tracking

Multiple pick-up options

Note:
1. As of November 15, 2021.
International Logistics Network: Reliable, High-quality Services for Global Trade Participants

为全球贸易参与者提供确定性的好服务

Note:

40%+
Revenue YoY Growth(1)

Providing global-to-China services to brands
为全球品牌提供供应链服务
End-to-end solutions for general trade, bonded trade, duty-free trade, etc.

Global delivery for the price of a cup of coffee
一杯咖啡的价格送全球
10-day-delivery for US$5, to 20 countries
20-day-delivery for US$2, to 50 countries

Serving SMEs engaging in cross-border B2B trade
服务中小企业跨境B2B业务
Three core products: container transportation, full container load, less-than-container load
Global Smart Logistics Infrastructure

**Logistics Hubs** 物流枢纽
2 eHubs in operation: Kuala Lumpur and Liege(1)
3Mn+ sq.m of warehouse space dedicated to cross-border(1)

**Line-haul and Sorting Centers** 干线和分拨中心
7 self-operated sorting centers in operation(2)
245 chartered cargo flights per month(1)

**Smart Customs Clearance System** 智能关检务系统
Connecting 50+ ports worldwide(1)
Customs clearance time reduced to seconds

**Overseas Last-mile** 海外末端
4,000+ sets of smart lockers now available in Russia, Spain, France, and Poland(1)

Notes:
1. As of September 30, 2021.
Domestic Smart Supply Chain: Serving Diverse Needs in China’s Economy

Serving manufacturers in industrial belts to cut costs and drive efficiency
产地仓开进更多产业带，为实体经济降本增效

End-to-end smart supply chain solutions for different verticals
为各行业提供涵盖揽收、集货、干线、转运、分销的端到端数智供应链服务

City delivery network with multiple service options
提供半日达、当日达、次日达、送装一体等多样化配送服务

Revenue YoY Growth(1)
20%+

Note:
1. YoY growth of Domestic Smart Supply Chain business revenue for the six months ended September 30, 2021.
Driving Efficiency with Innovation

微创新带来极致效率

- Optimized facilities layout to boost throughput speed
- Multi-merchant parcel bundling to reduce shipment cost to consumer
- Seamless integration of production and logistics to enable zero-inventory
- Highly adaptable microdevices to enable faster processing

档口制和鱼骨型场地规划提升运营效率

N元N件，集单统配降低物流成本

生产流程与物流流程无缝衔接，实现0库存

多种柔性自动化微型设备提升仓内各环节效率
Cainiao Logistics Parks: Serving Logistics Partners and Merchants with Five Key Products

全球地网：五大产品服务物流合作伙伴和商家

**Domestic logistics parks for merchants**
国内仓配物流园

**Domestic sorting centers for logistics companies**
国内中转分拨园区

**Integrated complexes for business and logistics**
产业园

**Overseas eHubs for international trade**
海外eHub枢纽

**Overseas warehouses for merchants**
海外本地仓

10 Mn+ sq.m\(^{(1)}\)
Total Assets under Management

Note:
1. As of September 30, 2021.
Green Logistics: Driving Sustainability with Technology
绿色物流：科技推动可持续发展

Recycling
Packaging materials collected for recycling at 80K+ Cainiao Posts

Green Packaging
Ongoing research and development for environmental friendly, reusable materials

Green Parks
Solar power available in 6 parks with more installation scheduled

Note:
1. As of November 15, 2021.
To Make It Easy To Do Business Anywhere

让天下没有难做的生意