

BREAKTHROUGH AND TRANSFORM

破局与进取

2019年中通快递集团投资者日

2019年11月25日

ZTO Express 2019 Investor Day

November 25, 2019

STRIVE TODAY THRIVE TOMORROW

做现在 迎未来

赖梅松
首席执行官、董事长

Meisong Lai
Chairman and Chief Executive Officer



Welcome 欢迎

» 企业成功三大要素 Keys to Success

➤ 行业潜力
Industry
Potential

➤ 团队能力
Team
Capabilities

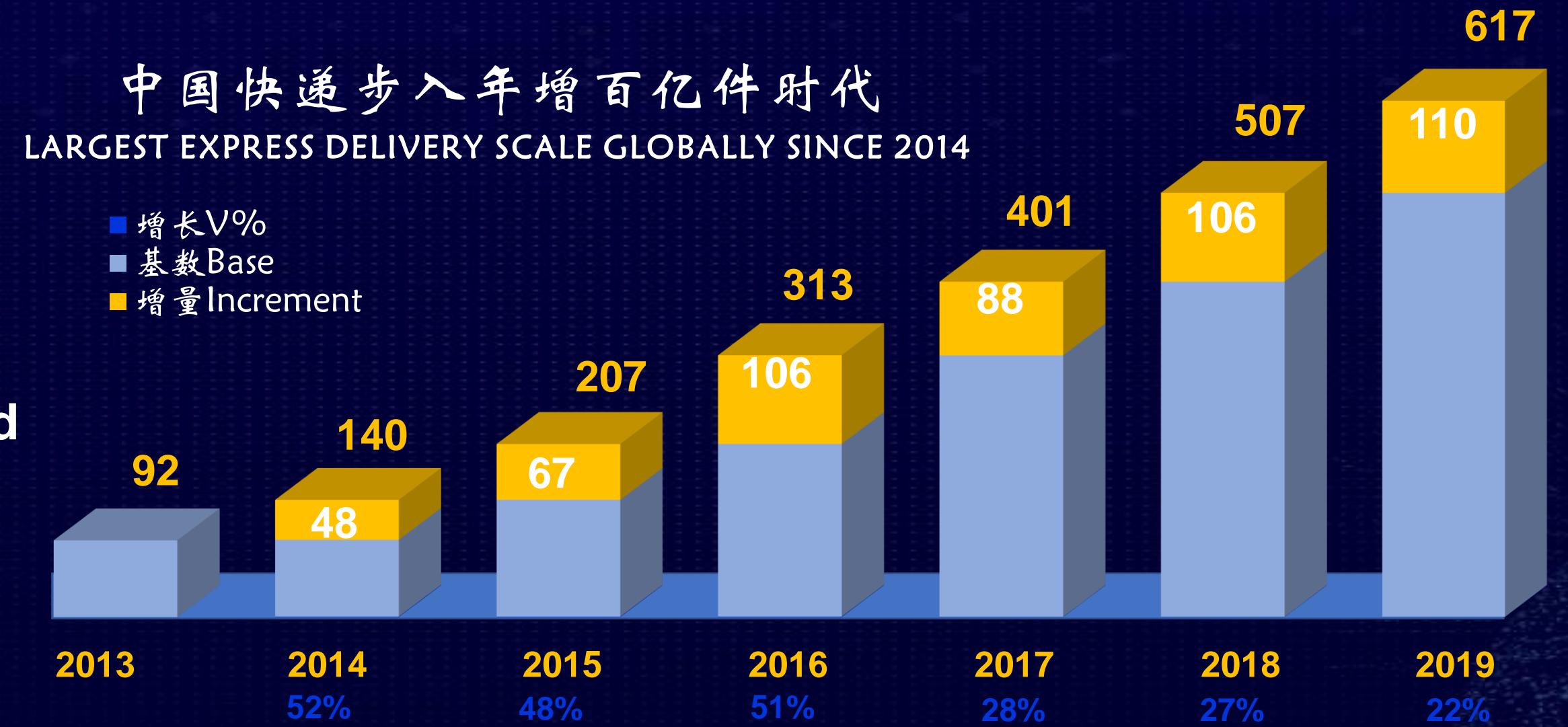
➤ 资金实力
Financial
Means

走长走久的基础
Prerequisites for Viability and Stamina

一、中国快递行业仍将在高位运作 Steady Growth Prospects for the Industry

➤ 连接生产与消费
Connecting need to supply

➤ 流通成本低时效提升
Low logistic costs & improving speed



空间大
Ample
Headroom

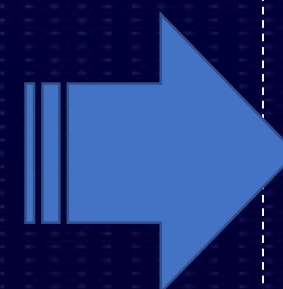
潜力足
Great
Potential

前景好
Promising
Outlook

» 二、中通在过去和现在 Past and Present

I. 2002 - 2009年, 追随阶段 2002 to 2009, Following the Lead

1. 让网点保值升值 Protecting Outlets' Investment Downside
2. 开通省际班车 Driving Across Interstates
3. 推行有偿派费 Delivering for a Fee
4. 结算二级中转费 Establishing Secondary Transit Fees
5. 补贴操作量费用差额 Equalizing In/Out Bound Processing Fees



体量远不及但
覆盖面相当且
欠发达地区略强
Meager Volume
Yet
Comparable
Coverage &
Slightly Ahead
Where Under-
developed

活下来
Staying
Alive

» 二、中通的过去和现在 Past and Present

II. 2009年至今，追赶到领先的阶段 2009 to Present - Pursuing and Surpassing

1. 凝聚人心 Building Cohesiveness

- a) 股份制改制 Share Ownership Restructuring
- b) 股份制车队 Employee-Owned & Operated Trucking Company
- c) 员工福利政策 Employee Welfare & Benefits Programs



荣誉感、
自豪感和
归宿感
Cultivating
Horner, Pride
& a Sense of
Belonging

家氛围
Family
Atmosphere

» 二、中通的过去和现在 Past and Present

II. 2009年至今，追赶到领先的阶段 2009 to Present - Pursuing and Surpassing

2. 建设能力 Investing in Infrastructure and Building Capacity

3. 赋能网点 Empower Partners

4. 拥抱资本 Embracing Capital Market

5. 铸造基因 Forming DNA

a) 使命、愿景 Mission & Vision

b) 价值观、文化 Value & Culture

c) 管理理念 Guiding Principles

纽交所

上市

NYSE IPO

阿里菜鸟

领投中通

Alibaba lead
Investment

» 二、中通的过去和现在 Past and Present

II. 2009年至今，追赶到领先的阶段 2009 to Present - Pursuing and Surpassing

心路历程 Journey of the Hearts

选择行业
Choosing
Industry

选择中通
Choosing
ZTO

- a) 十周年会：追随者的向往 Hopeful Resolve at the 10th Annual Conference
- b) 16年年会：面临危机的坚守 Unwavering Belief during 2016
- c) 18年年会：洞察转变的先行 Preemptive Moves in 2018
- b) 19年年会：回归到零的心态 Back to Zero Mentality in 2019

五个重要
Five More-
Important

四个务必
Four Must

» 二、中通的过去和现在 Past and Present

不可复制的领先优势 Non-Replicable Advantages

1. 最多的自有场地和车辆 Largest Space of Self-Owned Facilities & Vehicles
2. 领先的机械化自动化实力 Most Advanced Automation
3. 最强资金储备和生产能力 Strongest Cash Reserve & Generation
4. 最大的规模和成本优势 Largest Scale, Capacity & Cost Advantage
5. 最稳定的网络和品牌认知度 Most Stable Network & Brand Recognition

» 三、抓住新机遇 Seize New Opportunities

1. 新模式 New Focus of Business

- a) 聚焦一线员工,激发内生动力 Inspire Entrepreneurial Spirit
- c) 网络扁平直连 Delayering Network and Further Reach
- d) 扩大门店建设 Expand and Strengthen Last Mile Footprint

平衡
各方利益
Balancing
Interests

形成
自我驱动
Self
Activated

降低
揽派成本
Cost
Advantage

» 三、抓住新机遇 Seize New Opportunities

2. 新活力 New vitality

- a) 内部培养与外部招聘相结合 Varied Hiring Pipelines
- b) 竞聘上岗和末尾淘汰 Advancement & Elimination
- c) 大力培养年轻骨干 Develop more Young Talents

内部培养
为主

Develop
Internally

经验到
综合能力
Well
Rounded

储备未来
领袖
Future
Leaders

» 三、抓住新机遇 Seize New Opportunities

3. 新科技 New Technology

- a) 智能化操作 Smart Automation for Sorting
- b) 可计算可视化 Visibility and Calculatable
- c) 解决问题到预防问题 Problem-Solving to Prevention

数字化
智能化
Digitize
Intelligence

全方位
覆盖
Full
Coverage

精准决策
依据
Decision
Support

» 三、抓住新机遇 Seize New Opportunities

4. 新赛道 New development of our Eco-sphere

- a) 全链路竞争 Wider Competitive Landscape
- b) 2015 开始拓展生态 Growing Adjacencies Starting in 2015
- c) 新业态衍生 New off-shoots will Emerge

快递竞争

已经升级

Elevate &
Compete

需求驱动

资源整合

Need-
Centric&

机遇多元

持续孵化

Cultivate &
Evolve

» 三、抓住新机遇 Seize New Opportunities

5. 新担当 New Responsibilities

- a) 绿色发展 Think Green
- b) 助农扶贫、乡村振兴 Eradicate Poverty and Revitalize Villages
- c) 一带一路 Belt and Road involvement
- d) 鼓励返乡创业 Returning hometown & Start a business

社会责任

利他

Betterment
of Others

资源

就近发挥

We're
Everywhere

实现

个人价值

Individual
Value



造就更多人幸福 Bringing Happiness to More People



信任
Trust

利己 - 利他 - 利社会
All for One and One for All

执着、专注、坚持
Commitment, Focus
& Persistency

服务好
客户
Improve Customer
Satisfaction

照顾
好员工
Take Good Care
of Our People

守护好
投资者利益
Safeguard Investors'
Value & Interest

更好未来
Better Future



造就更多人幸福 Bringing Happiness to More People

ZTO 中通快递
ZTO EXPRESS

更好的未来 更好的中通

Better Future Better ZTO

Thanks for Listening

谢谢