



Safe Harbor Statement and Disclaimer



This presentation contains "forward-looking" statements within the meaning of Section 27A of the Securities Act of 1933, as amended, and Section 21E of the Securities Exchange Act of 1934, as amended, and as defined in the Private Securities Litigation Reform Act of 1995. These forward-looking statements include but are not limited to our unaudited results for the fourth quarter of 2022, our management quotes and our financial outlook for 2023.

Our forward-looking statements are not historical facts but instead represent only our belief regarding expected results and events, many of which, by their nature, are inherently uncertain and outside of our control. Our actual results and other circumstances may differ, possibly materially, from the anticipated results and events indicated in these forward-looking statements. Announced results for the fourth quarter of 2022 are preliminary, unaudited and subject to audit adjustment. In addition, we may not meet our financial outlook for 2023 and may be unable to grow our business in the manner planned. We may also modify our strategy for growth. In addition, there are other risks and uncertainties that could cause our actual results to differ from what we currently anticipate, including those relating to the development of the e-commerce industry in China, our reliance on the Alibaba ecosystem, risks associated with our network partners and their employees and personnel, intense competition which could adversely affect our results of operations and market share, any service disruption of our sorting hubs or the outlets operated by our network partners or our technology system. For additional information on these and other important factors that could adversely affect our business, financial condition, results of operations, and prospects, please see our filings with the U.S. Securities and Exchange Commission.

All information provided in this presentation is as of the date of the presentation. We undertake no obligation to update any forward-looking statement, whether as a result of new information, future events or otherwise, after the date of this release, except as required by law.



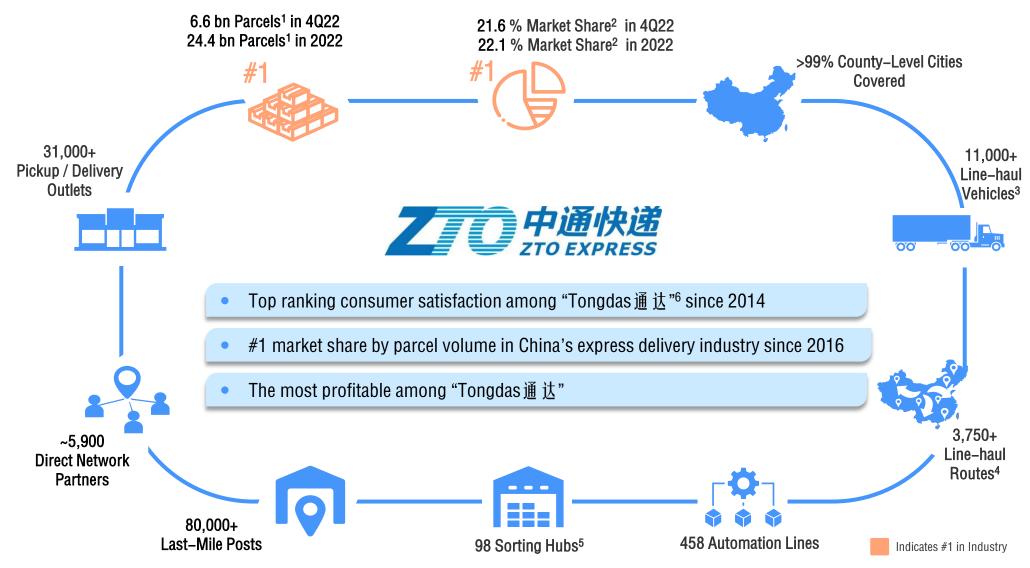
01	COMPANY OVERVIEW Leading Express Delivery Company in China Our Business: Past and Present Our Distinct Network Partner Business Model ("NPM") Our Core Competitive Advantages	3 4 5 6 7
02	OUR CORE COMPETITIVE ADVANTAGES Significant Market Growth Opportunities Distinct Partner Network Built Upon a "Shared-Success" Philosophy Superior Scale & Reach Best-in-Class Operational Capabilities and Cost Efficiencies Enabled by Technology Experienced Leadership & Sound Execution Consistent Achievements in Strategic Focus Adjacent Expansion Beyond Express Delivery Sustainability Through Continuous ESG Practices	11 12 13 14 16 19 20 21 22
03	OUR STRATEGIES	26
04	FINANCIAL OVERVIEW Strong Unit Economics Robust Parcel Volume and Revenue Growth Strong Profitability and Margins Continuous Cost Efficiencies and Productivity Gains Strong Operating Cash Flow Supports Continued Investment in Growth Reconciliation of GAAP to Adjusted / Non–GAAP Measures	31 32 33 34 35 36 37





Leading Express Delivery Company in China





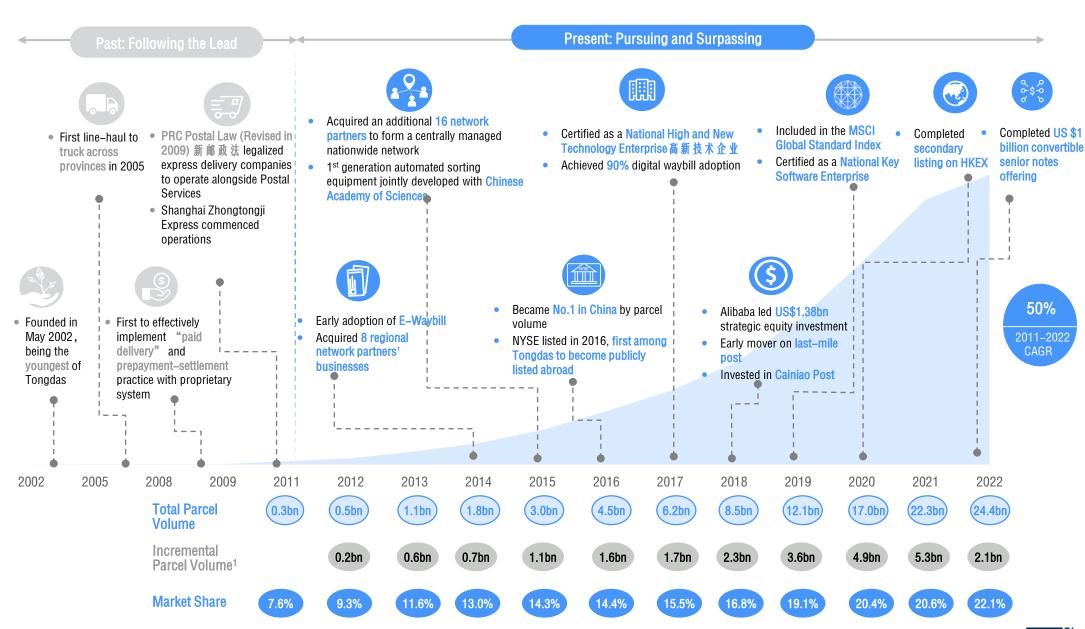
Source: Public filings. Data as of 4Q22 unless otherwise indicated Notes:

- 1. "Parcels" or "Parcel volume" in any given period is defined as the number of parcels picked up using ZTO waybills
- 2. In terms of parcel volume calculated based on data from State Post Bureau
- 3. Includes over 11,000 self-owned vehicles with approximately 9,700 high capacity 15-17 meter trailer trucks
- 4. Line-haul routes between sorting hubs only
- 5. Includes 87 self-operated sorting hubs, and 11 sorting hubs operated by our network partners
- 6. ZTO, YUNDA, YTO and STO are commonly known as Tongdas



Our Business: Past and Present



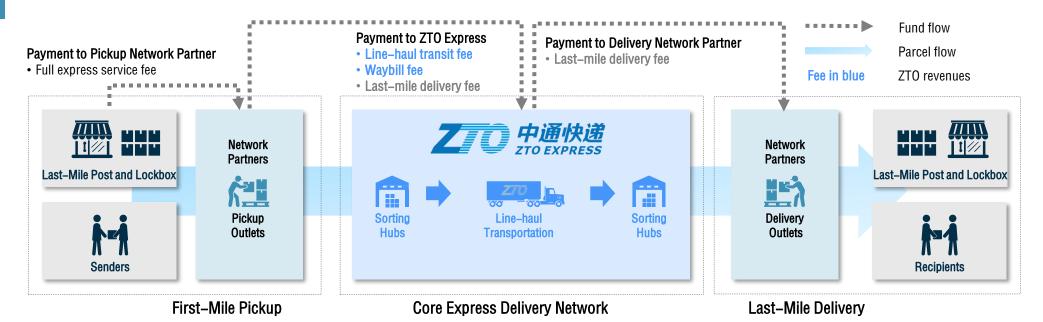


Note:

1. Numbers may not add up due to rounding

Our Distinct Network Partner Business Model ("NPM")





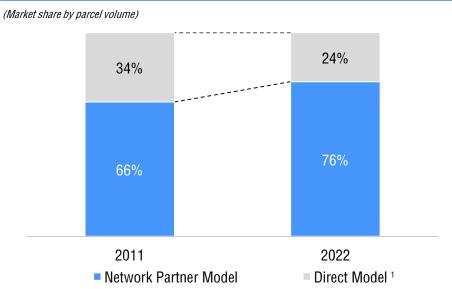
Key Advantages of a Network Partner Model ("NPM")



Our NPM: "Best of Both Worlds"

- "Shared-success" philosophy
 - Build cohesiveness, align interests, share risks, assure rewards
 - Milestone event: converting major network partners into shareholders
- Centralized proprietary IT Infrastructure and well-integrated peripherals
 - Technology backbone for effective end-to-end collaboration with network partners
 - "Best of both worlds": NPM organization yet vertically managed through digitalization

NPM Gaining Share in Express Delivery Market



Sources: iResearch, public filings

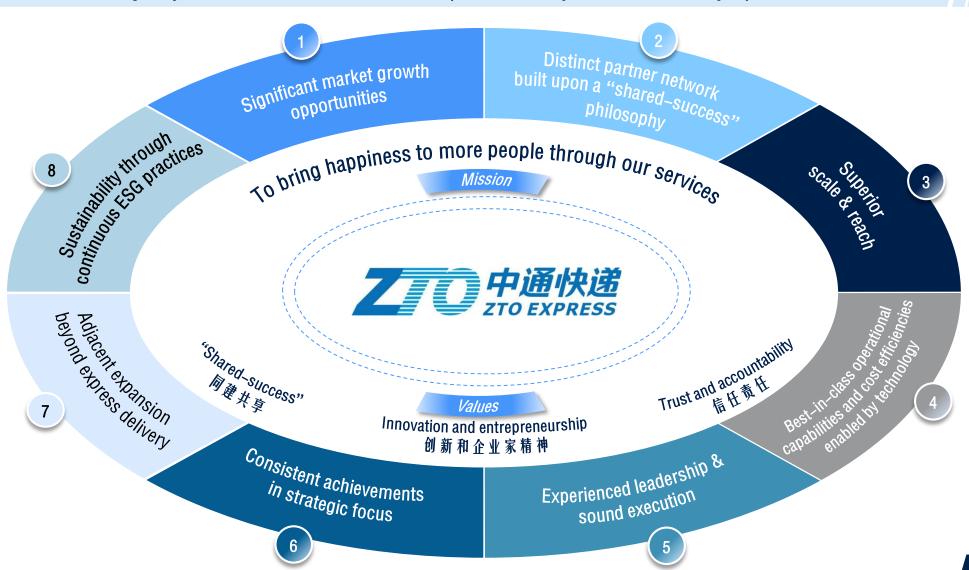
 Include SF, EMS, China Post, JD, and other express delivery companies that use direct model. Some express delivery companies' market share based on assumptions



Our Core Competitive Advantages



Our "shared-success" philosophy, our focus on profitability and our disciplined investment approach greatly contributed to our distinct leadership in the industry and cannot be easily replicated





Next-generation hybrid drones improving accessibility while reducing logistics costs and delivery time



Self-driving vehicles optimizing the efficiency of last-mile delivery

"



Real-time data monitoring and analytics powering operational excellence







Significant Market Growth Opportunities



Market Opportunities

High Internet and Digital Commerce Penetration



1,067mm

Internet users in China as of Dec 2022



841mm

Online shoppers in China as of Jun 2022



E-commerce formats

Increasing Demand for Diversified Services

Cross-border Opportunities





Agriculture & Rural Demand

Time-definite Products





2B Supply Chain Management

• • •

Express Delivery Industry

Stable Volume Growth with More Sustainable Pricing Level



Stable and Healthy Volume Growth

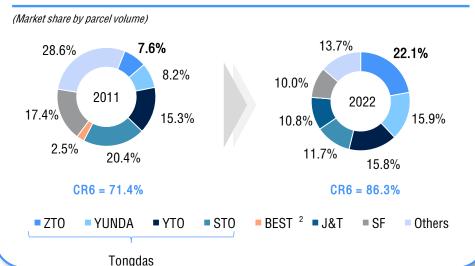
- 40bn+ incremental parcel volume from 2021 to 2025
- Continued economic growth with higher e-commerce penetration



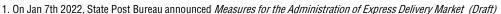
More Sustainable Pricing Level

- · Shift focus towards quality and differentiated products and services
- Constructive regulatory environment that supports sensible competition and curtails below-cost pricing¹

Express Delivery Market in China Becoming More Consolidated



Sources: iResearch, National Bureau of Statistics of China, State Post Bureau of China, CNNIC, Ministry of Commerce of the People's Republic of China, public filings Notes:



2. BEST sold its express delivery business in China to J&T in 4Q2021.





Distinct Partner Network Built Upon a "Shared-Success" Philosophy ZIO#



Our "shared-success" philosophy inspired us to enhance and transform the network partner model, and has underpinned our success

Fee Sharing Mechanism

Before 2008:

Last-mile delivery is free of charge

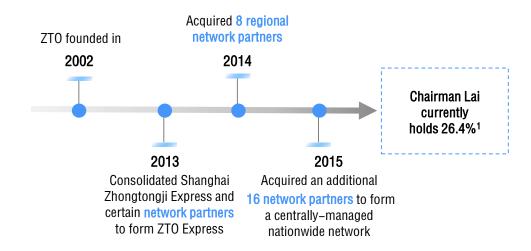
- Outlets earn revenue only on pick-up
 - Outlets with higher delivery volumes relative to pickup volumes (e.g. due to geographic disparity, uneven nature of economic development) are less profitable or loss making
- Negatively impacted outlets' service quality and network stability

After 2008:

ZTO introduced delivery service fee sharing mechanism

- Pickup outlets pay last-mile outlets for delivery based on pre-set formulae
- Sharing mechanism facilitated by implementation of our proprietary operating system
- Today, the fee sharing mechanism continues to serve as a balancing function across our network

Successfully Convert Major Network Partners to Shareholders



- Major network partners became shareholders of ZTO and united under a common goal
- Share-swap transactions fairly priced and with transparency
- The reorganization aligned interests, built trust and forged loyalty, and laid the foundation for network stability

3 Superior Scale & Reach

4. 87 self-operated sorting hubs and 11 network partner-operated sorting hubs

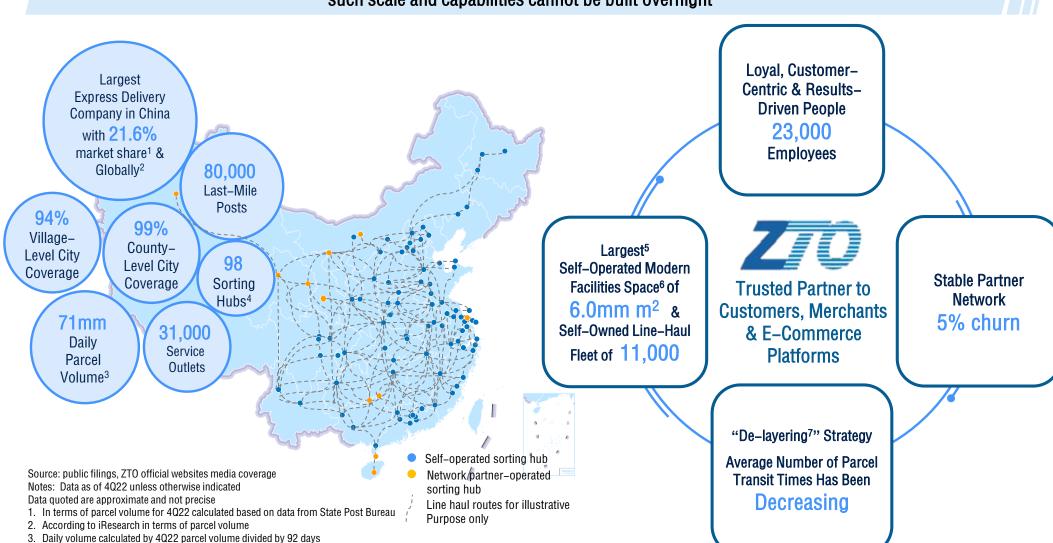
6. Land area for self-operated sorting hubs including self-owned land and leased from third-parties

7. Delayering refers to reducing the number of stops a package must be aggregated and segregated across the transit network

5. According to iResearch



Our leading network has been built through time, investments and innovations – such scale and capabilities cannot be built overnight

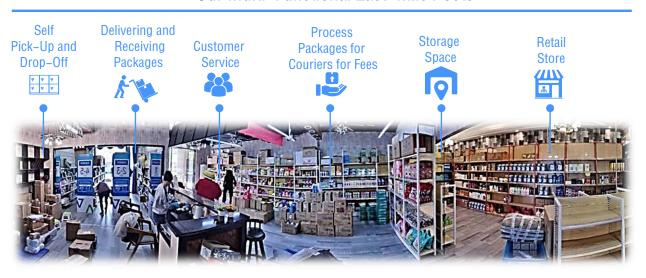




Superior Scale & Reach (Cont'd)



Our Multi-Functional Last-Mile Posts





Competitive Financing Support



Operating Software



Mobile Applications



Merchandise Sourcing



Retail Training

We support our network partners in multiple ways to invest early and secure last–mile physical presence

Early-Mover

in establishing last-mile posts in strategic locations with customer access

Largest Service Provider among logistic players in China

80,000+ posts as of 4Q2022

Covering All provinces¹ and ~300 cities

Strategic Importance of Last-Mile Presence



Solution to increasing delivery cost due to volume surge



Alternative to door-to-door pickup and delivery



Enhance customer reach and connectivity



"Express+" opportunities to create additional income



Maintain and improve network profitability and stability



Best-in-Class Operational Capabilities and Cost Efficiencies Enabled 2002 by Technology



Cost leadership with high operational efficiencies driven by continuous innovations

Line-Haul Transportation

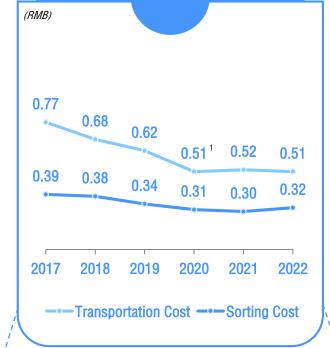


- Largest self-owned line-haul fleet of 11,000+ vehicles among Tongdas
- Systematic upgrade with high-capacity trailers
- Data-driven route planning and safety monitoring



- Patented curved trailer with higher load capacity and improved fuel economy
- RFID-equipped tires to allow real-time monitoring of operating conditions and schedule needed maintenance

DECREASING COST PER PARCEL



Sorting Technologies



- 458 automated sorting lines in service as of 4Q22
- Joint collaborations with Chinese Academy of Sciences to develop several generations of automated sorting technologies (e.g. cross-belt sorting equipment, line shaft diverter, dynamic weighting machines)



Developed and continuously re-engineered sophisticated software to support high-speed sorting (e.g. data-enabled algorithm, real-time analytics and recalibration)

Note:

1. Transportation cost per parcel in 2020 affected by national toll road fee waiver policy and lower domestic diesel price



4

Best-in-Class Operational Capabilities and Cost Efficiencies Enabled by Technology (Cont'd)



Our culture of innovation and technological focus will continue to drive value creation going forward

Digital and Innovative Culture

- Establish data-driven and value-add operational management framework; digitize business know-how and make processes calculable
- "Problem-solving" to "Problem Prevention"





Strong In-house R&D Capabilities

- Certified as "High and New Technology Enterprise" since 2017 with significant tax benefits
- 1,500+ tech talents
- 277 software copyrights
- 644 trademarks
- 203 patents





Achieved ~60% net profit share among Tongdas in 2022 with ~35% parcel volume share

Continuous Breakthrough in Autonomous Technology

- Next-generation automation with faster throughput and smarter, more precise dispatch
- Testing unmanned vehicles, self-driving cars, hybrid drones





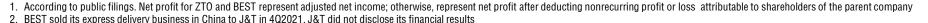


Data Analytics Capabilities

- Collect vast volume of data from all aspects of operation
- Analyze with Al and deep learning
- Achieve optimal performance with data learning
- Optimize routing planning based on data insights

Source: public filings

Notes: Data as of 4Q22 unless otherwise indicated



17

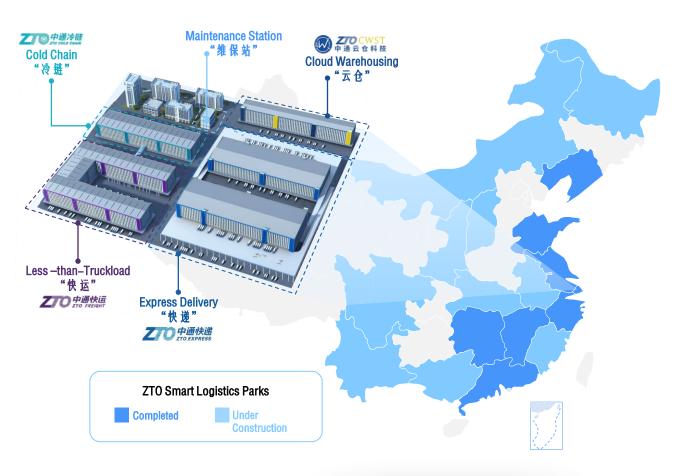


4

Best-in-Class Operational Capabilities and Cost Efficiencies Enabled by Technology (Cont'd)



Provide varied yet integrated logistic services by implementing more efficient time-space operational design at Smart Logistic Parks





Integrated Logistics

- Offer comprehensive one-stop services
- Address the demand of diversified 2B customers
- Optimize resources utilization

Warehouse-Delivery



- Enable zero-distance pickup for new ecommerce formats
- Extend order placement hours
- Cross-sell other logistics services (express delivery, cold chain, LTL, and more)

Enabling Technology



- Adopt customized equipment: automated sorting lines, self-driving vehicles, solar energy
- Standardize operations through process digitization
- Optimize routing planning based on data insights

Experienced Leadership & Sound Execution



Stable and Entrepreneurial Management Team with Deep Industry Knowledge & Experience



Meisong Lai

Founder, Chairman & Chief Executive Officer

- 21 years of experience in express delivery industry
- Deputy chairman of the China Express Delivery Association



Jilei Wang

Director and Vice President of Infrastructure Management

- 16 years of experience in express delivery industry
- Former deputy general manager of ZTO's network partner in Beijing



Honggun Hu

Director and Chief Operating Officer

- 31 years of experience in financial services industry
- Former chairman of Zhejiang Tonglu Rural Commercial Bank



Huiping Yan

Chief Financial Officer

- Over 31 years of experience in corporate and financial management
- 11 years at GE in US and Asia, 8 years in public accounting and tax consulting



Jianchang Lai

Vice President of Overseas Operation

- Over 21 years of managerial experience in logistics and 9 years of experience in overseas operation
- Former manager of ZTO Network Partner



Jingxi Zhu

VP of Information Technology and Digital Operation

Over 20 years of experience in logistics technology management

Sound Execution Driven by Clear Accountability & Fair Measurement of Performance



Performance Metrics

- Results-oriented KPIs
- Process-driven OKRs



Advancements & Eliminations

- Emphasis on internal promotion
- Fair competition with true talents



Incentive Programs

Equitable incentives to reward performance



Talent Development

- ZTO Academy and fast-track
- On-the-job training
- Mentorship

Consistent Achievements in Strategic Focus



We have simultaneously maintained our superior service quality, grown our market share, and sustained our profitability

Superior Service Quality



Outperformance in Cainiao Index¹ in 4Q22

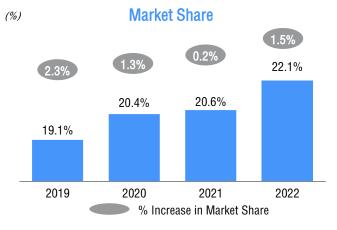


Leading Position of customer satisfaction (2014 –4022) amongst Tongdas²

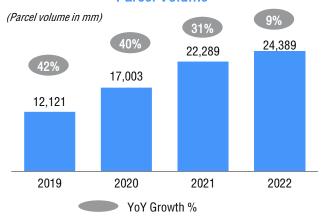


per million
Monthly average effective complaint rate ² in three consecutive years

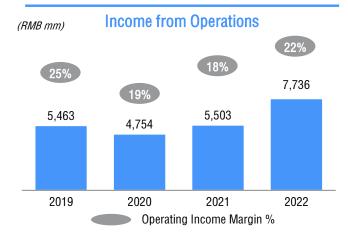
Expanding Market Share



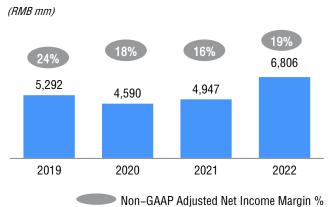
Parcel Volume



Sustained Profitability



Non-GAAP Adjusted Net Income³



Sources

- 1. Cainiao Index is a highly regarded set of metrics in the express delivery industry
- 2. According to State Post Bureau
- 3. Adjusted net income is defined as net income before (i) share—based compensation expense. (ii) gain on disposal of equity investees. (iii) impairment of equity investments and (iv) unrealized gain from investment in equity investee





7

Adjacent Expansion Beyond Express Delivery



Systemically develop an ecosystem with diversified product and services leveraging core express infrastructure and ability to access and consolidate resources

International / Cross-Border (Since 2014)

 Diversified products: freight forwarding, dedicated routes, centralized shipping, international express delivery, overseas warehousing, etc.

 International express delivery service coverage in Southeast Asia and Africa

"Belt and road" initiatives and RCEP

Less -than-Truckload (Since 2016)

- Focus on heavy cargo
- Average daily volume ranking top 5 among competitors in 2021
- 98% County / township-level coverage in China
- 20k service outlets

Warehouse-Delivery (Since 2018)

- Diversified products including B2C, B2B, cross-border and temperature-controlled warehousing
- Self or franchisee-operated warehousing totalling 2mm m² in area
- Integrated warehousing, processing and delivery fulfillment



Cold Chain/Air Freight (Since 2020)

- Cold Chain: kickstarted with 75%+ existing network coverage across 300 cities
- Air Freight: collaboration with 31 airline agencies and set up joint ventures

Last-Mile Posts (Since 2018)

- Over 80k last-mile posts with leading logistic service teams
- Covering all provinces¹ and ~300 cities in China
- Standardized last–mile service posts with commercial and community services
- Established strategic foothold for enhanced endto-end linkage







ZTO CWST 中通云仓科技





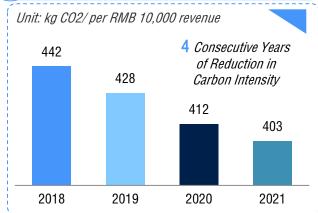




Sustainability Through Continuous ESG Practices













Data Privacy and Security Management

Comprehensive data privacy and security management covering information collection, storage, usage and transmission "



ISO27001 and ISO27701 certificates



"Shared-Success"

In 2021, ZTO achieved

1.356

23,865 New Johs Created

Employees (HQ and Directly-operated Companies)

100%

1,297

1.962

Labor Contract Signing Rate

Members in Designated Trade Unions Suppliers

ESG Committee

Equipment in Use by 2021

Established ESG committee under Board of Directors to formulate and review ESG policies " and practices





















To achieve continuous market share expansion and profit targets while maintaining high quality of service and customer satisfaction

Enhance the scale and capability of logistics operations



Expand last-mile presence and consolidate strategic resources



Add and upgrade facilities with more efficient layout, automation and digitized process management



Purchase and upgrade of self-owned and operated fleet driving further efficiency



Further "green" initiatives by introducing clean-energy transportation capacity

Invest in the logistics ecosystem to integrate resources in logistics value chain

Further develop each key logistics segments (LTL, cloud warehousing, international, cold-chain, last-mile) and integrate support functions such as financing





Test and implement differentiated product and services to meet diversifying customer demand



Establish brand-level coordinated planning to improve integration & collaboration and maximize resource utilization



Build information & technology platform to enable cross-selling, information sharing, and management know-how











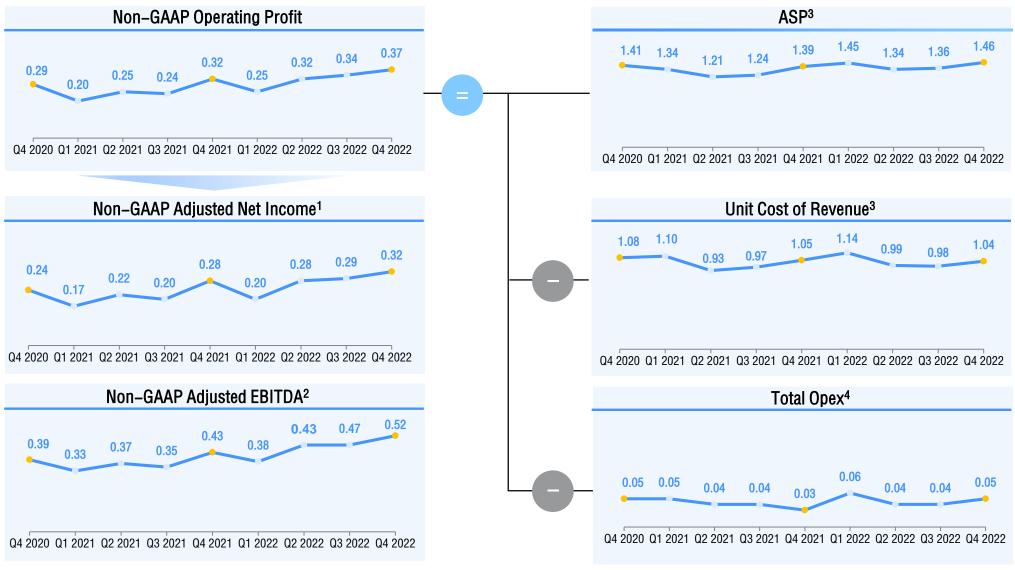




Strong Unit Economics



(RMB/Unit)



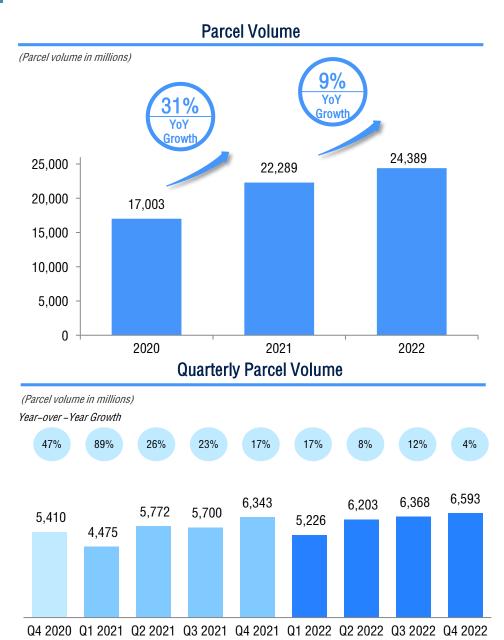
Notes:

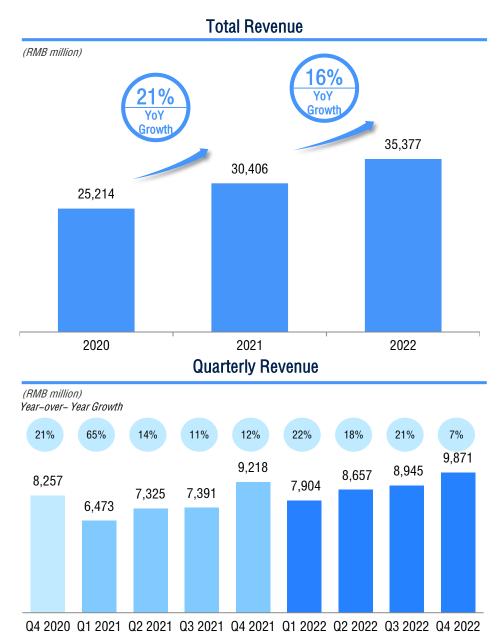
- 1. Adjusted net income is defined as net income before (i) share-based compensation expense, (ii) gain on disposal of equity investees, (iii) impairment of equity investments and (iv) unrealized gain from investment in equity investee
- 2. Adjusted EBITDA is defined as net income before depreciation, amortization, interest expenses and income tax expenses, and further adjusted to exclude (i) shared-based compensation expense, (ii) gain on disposal of equity investees, (iii) impairment of equity investments and (iv) unrealized gain from investment in equity investee
- 3. Excluding freight forwarding business
- 4. Including other operating income and excluding SBC



Robust Parcel Volume and Revenue Growth

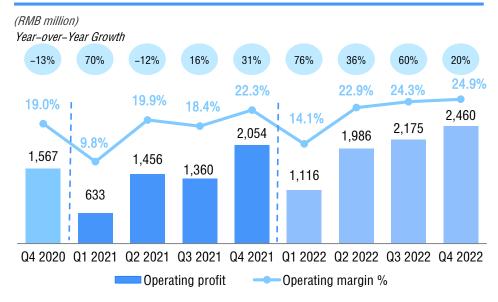




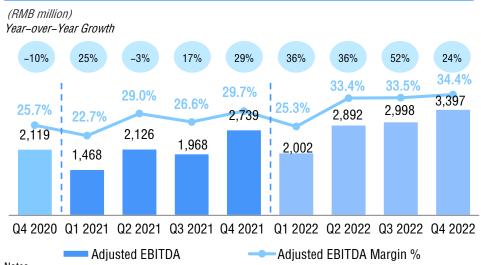


Strong Profitability and Margins

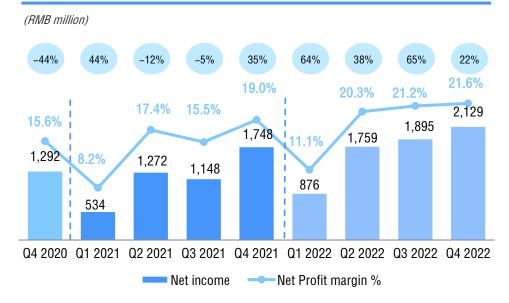
Income from Operations and Margin



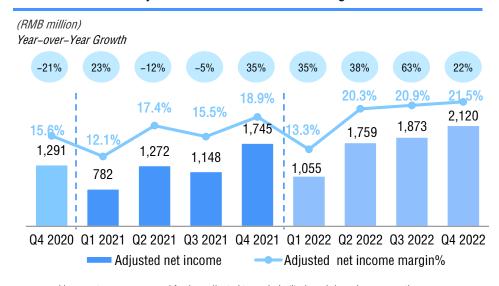
Adjusted EBITDA1 and Margin



Net Income and Margin



Adjusted Net Income² and Margin



Notes:

- 1. Adjusted EBITDA is a non-GAAP financial measure, which is defined as net income before depreciation, amortization, interest expenses and income tax expenses, and further adjusted to exclude (i) shared-based compensation expense; (ii) gain on disposal of equity investees, (iii) impairment of equity investments and (iv) unrealized gain from investment in equity investee
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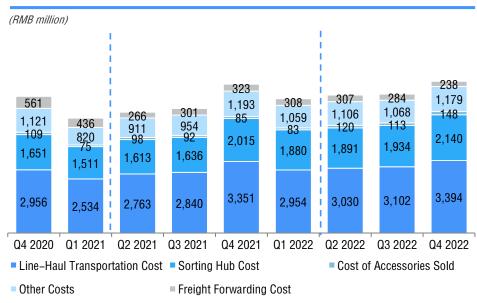




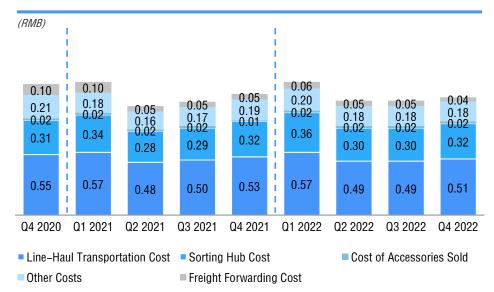
Continuous Cost Efficiencies and Productivity Gains



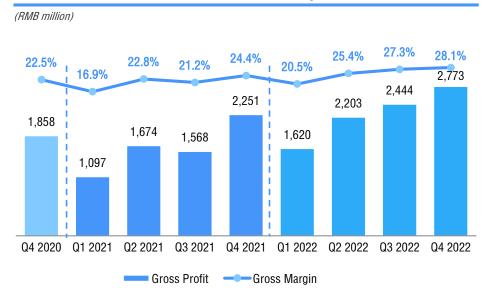
Cost of Revenues - Breakdown



Cost of Revenues per Parcel¹



Gross Profit and Margin



Key Observations on 4Q 2022 Results

Line-haul transportation cost

- Increased percentage of self-owned vehicles with higher capacity
- Improved load rate
- Rising fuel price

Sorting hub cost

- Decreased usage of temporary workers
- Increased depreciation and amortization costs from greater number of automated sorting equipment and facilities installed
- Increased average labor salary

Gross profit

Increased gross profit as the net result of (1) business volume growth; (2) ASP increase; (3) cost productivity gain



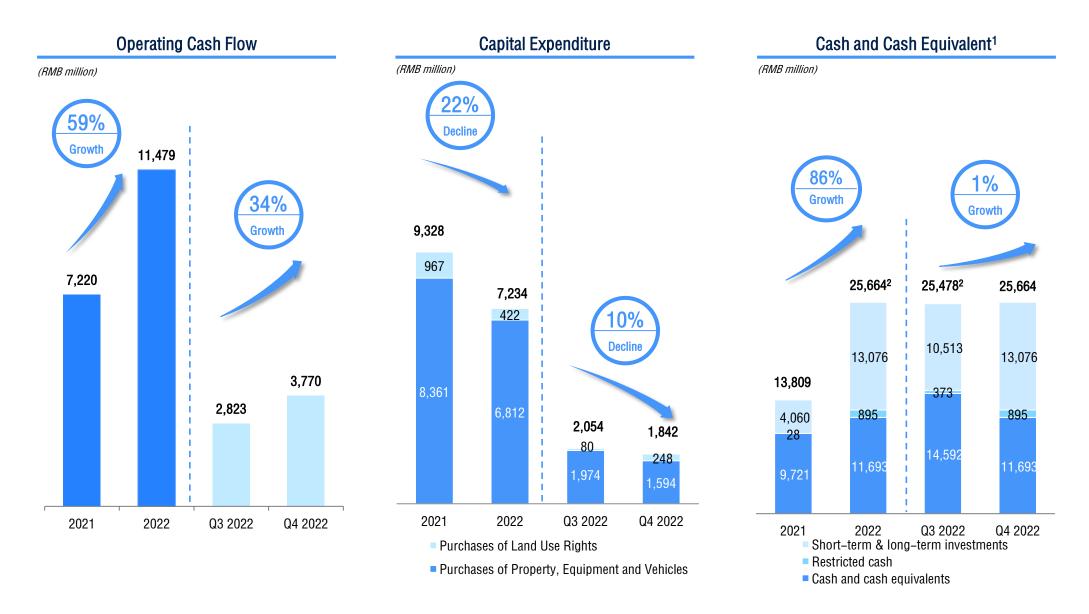
1. Cost of revenues per parcel is calculated based on cost of revenues divided by the number of parcels handled in a given quarter





Strong Operating Cash Flow Supports Continued Investment in Growth





Notes:

- 1. Including cash and cash equivalents, restricted cash and short-term & long-term investments
- 2. On August 24.2022, ZTO completed US \$1 billion convertible senior notes offering (net proceeds equivalent to RMB 6.6 billion, including over allotment, excluding underwriting fees and other listing expenses)





Reconciliation of GAAP to Adjusted / Non-GAAP Measures



	Dec 31, 2019	Mar 31, 2020	Jun 30, 2020	Sep 30, 2020	Dec 31, 2020	Mar 31, 2021	Jun 30, 2021	Sep 30, 2021	Dec 31, 2021	Mar 31, 2022	Jun 30, 2022	Sep 30, 2022	Dec 31, 2022
Adjusted EBITDA	RMB'000												
Net Income	2,316,844	370,973	1,453,572	1,210,290	1,291,613	533,526	1,272,225	1,147,890	1,747,686	875,524	1,758,702	1,895,453	2,129,285
Add: Depreciation	366,459	392,580	408,426	453,818	503,814	495,708	530,874	508,464	567,265	601,643	640,577	633,279	665,400
Add: Amortization	14,606	15,648	17,602	25,390	23,184	25,651	33,928	29,525	30,353	31,054	31,392	32,002	35,199
Add: Interest Expenses	-	291	9,134	13,707	12,174	15,582	33,798	52,271	24,852	59,635	23,102	31,638	76,147
Add: Income Tax Expenses	331,337	129,772	298,302	(27,845)	289,605	149,638	254,859	229,525	371,429	255,219	438,205	439,388	500,518
EBITDA	3,029,246	909,264	2,187,036	1,675,360	2,120,390	1,220,105	2,125,684	1,967,675	2,741,585	1,823,075	2,891,978	3,031,760	3,406,549
Add: Share-based Compensation Expense	10,800	264,154	-	-	-	248,027	-	-	-	178,980	-	-	_
Add: Impairment of the investments	56,026	_	_	-	-	_	-	-	-	-	_	-	_
Less: Gain on Deemed Disposal of Equity Method Investments	-2,330	-	-	-	1,086	-	-	-	2,357	-	-	-34,187	9,083
Unrealized gain from investment in equity investee	754,468	-	-	-	-	-	-	-	-	-	-	-	_
Adjusted EBITDA	2,343,934	1,173,418	2,187,036	1,675,360	2,119,304	1,468,132	2,125,684	1,967,675	2,739,228	2,002,055	2,891,978	2,997,573	3,397,466
Adjusted EBITDA margin	34.24%	30.00%	34.16%	25.24%	25.67%	22.68%	29.02%	26.62%	29.72%	25.33%	33.41%	33.51%	34.42%
Adjusted Net Income	RMB'000												
Net Income	2,316,844	370,973	1,453,572	1,210,290	1,291,613	533,526	1,272,225	1,147,890	1,747,686	875,524	1,758,702	1,895,453	2,129,285
Add: Share-based Compensation Expense	10,800	264,154	-	-	-	248,027	-	-	-	178,980	-	-	_
Add: Impairment of the investments	56,026	-	-	-	-	-	-	-	-	-	-	-	_
Less: Gain on Deemed Disposal of Equity Method Investments	-2,330	-	-	-	1,086	-	-	-	2,357	-	-	-34,187	9,083
Unrealized gain from investment in equity investee	754,468												
Adjusted Net Income	1,631,532	635,127	1,453,572	1,210,290	1,290,527	781,553	1,272,225	1,147,890	1,745,329	1,054,504	1,758,702	1,872,589	2,120,202
Adjusted Net Income Margin	23.83%	16.22%	22.70%	18.23%	15.63%	12.07%	17.37%	15.53%	18.93%	13.34%	20.3%	20.9%	21.48%

Note: Numbers may not add up due to rounding

