

ZTO Express

Q4 of Fiscal Year 2018

Investor Relations Presentation

March 13, 2019



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 2018, our management quotes and our financial outlook for 2019

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 2018 are preliminary, unaudited and subject to audit adjustment. In addition, we may not meet our financial outlook for 2019 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 significant 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.

Why ZTO

Market Opportunity

- Significant growth opportunity driven by strong growth of China e-commerce
- Favorable government policies and industry regulations supporting growth
- Largest market share in terms of parcel volume of 16.8% in 2018

Strategy

- A scaled platform with superior efficiency supporting nationwide outlets that are grassroots yet highly profitable

Business Model

- Owned and operated sorting & transit network/platform integrated with network-partner outlets
- “Shared-success” system provide fairness by aligning interests and balancing conflicts
- Scale, automation and lean management enabling operational efficiency and cost leadership

Team/People

- Highly experienced team with thought leadership and long-term vision
- Effective execution and empowering organizational structure
- Stable partner network connecting millions of courier entrepreneurs

Scale Innovation

- Highest nationwide coverage with flagship presence in strategic locations
- Early-mover investments in infrastructure and innovative automation
- High barriers to entry and track record of economies of scale

Operational Excellence

- Centralized planning and monitoring and real-time data analytics
- Leading I.T. capabilities in automation, ecosystem connectivity
- Result-oriented KPIs driving performance and results

Financial Performance

- Superior profitability on back of robust growth
- Industry-leading margins and strong cash generation
- Value investment opportunity with strong upside potential

Our Competitive Advantages



Shared Success System

- ✓ Key regional managers are also shareholders of ZTO
- ✓ ZTO provides a well-established network partner entry and exit mechanism
- ✓ Accountability and high level of decentralization at sorting hubs



Early Built-out Infrastructure

- ✓ Highest capital expenditure among peer players in past 5 years securing land use rights & constructing to unique designs
- ✓ Early investments and innovation in sorting automation and IT solutioning



Superior Service Quality

- ✓ Industry leading service quality in overall customer satisfaction⁽¹⁾, 72-hour punctuality rate⁽²⁾ and customer complaint rate⁽²⁾



Operating Efficiency

- ✓ Standardized design and layout of sorting hubs to accommodate high capacity vehicles
- ✓ Increasing use of cost advantageous self-owned fleet, particularly large capacity trailer trucks



Stable Network

- ✓ Sophisticated last-mile delivery fee and transit fee mechanisms tailored to local market to balance and counter-balance profit among network partners in different regions
- ✓ The highest last-mile delivery fee among peer players to ensure competitive rates for couriers

Notes

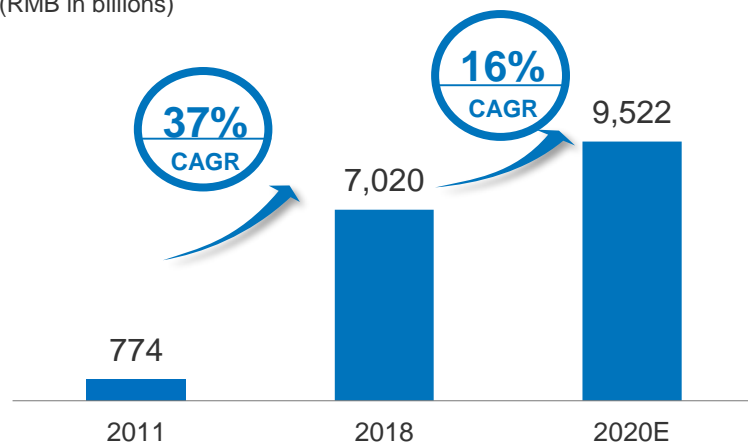
1. According to Horizon Consulting Group and State Post Bureau for 2015, 2016, 2017 and 2018.

2. According to State Post Bureau for 2015, 2016, 2017 and 2018.

Market Opportunities

Online Retail Sales (GMV) in China Maintaining Robust Growth

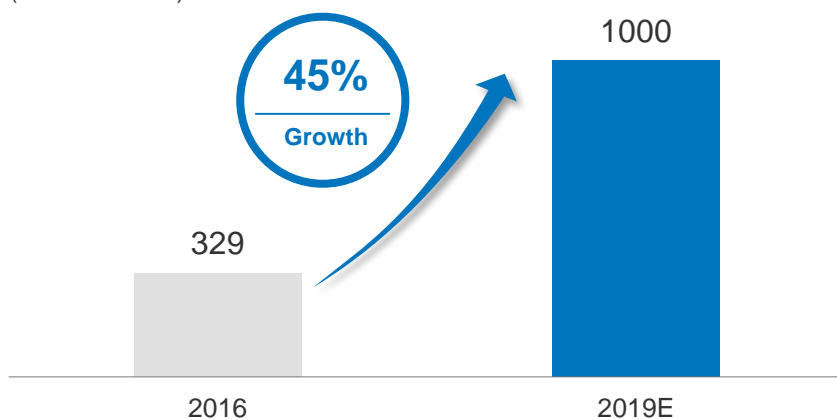
(RMB in billions)



Source: CNNIC, National Bureau of Statistics

China Micro Merchants⁽¹⁾ Market Demonstrating High Growth Potential

(RMB in billions)

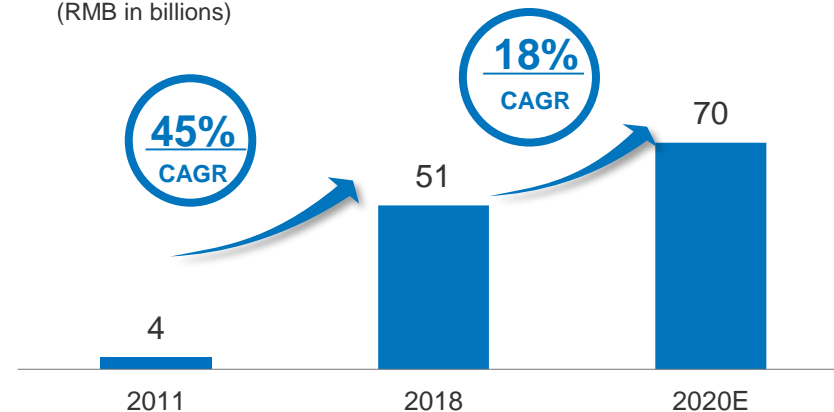


Source: iResearch

Express Delivery Industry

Express Delivery Parcel Volume in China Benefiting from E-Commerce Growth

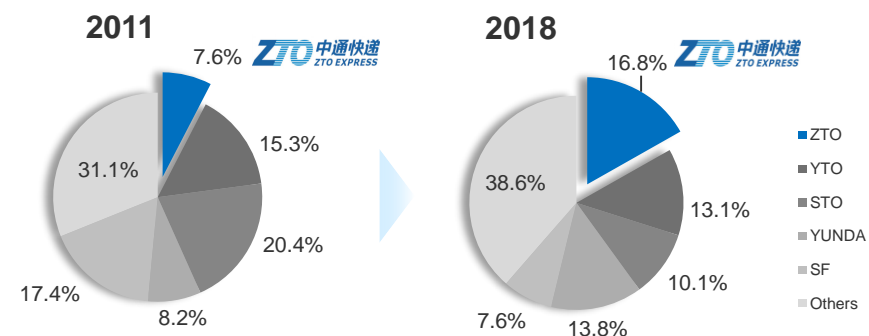
(RMB in billions)



Source: The 13th Five-Year Plan issued by China Post Bureau.

16.8% Market Share by 2018 year end

In terms of parcel volume

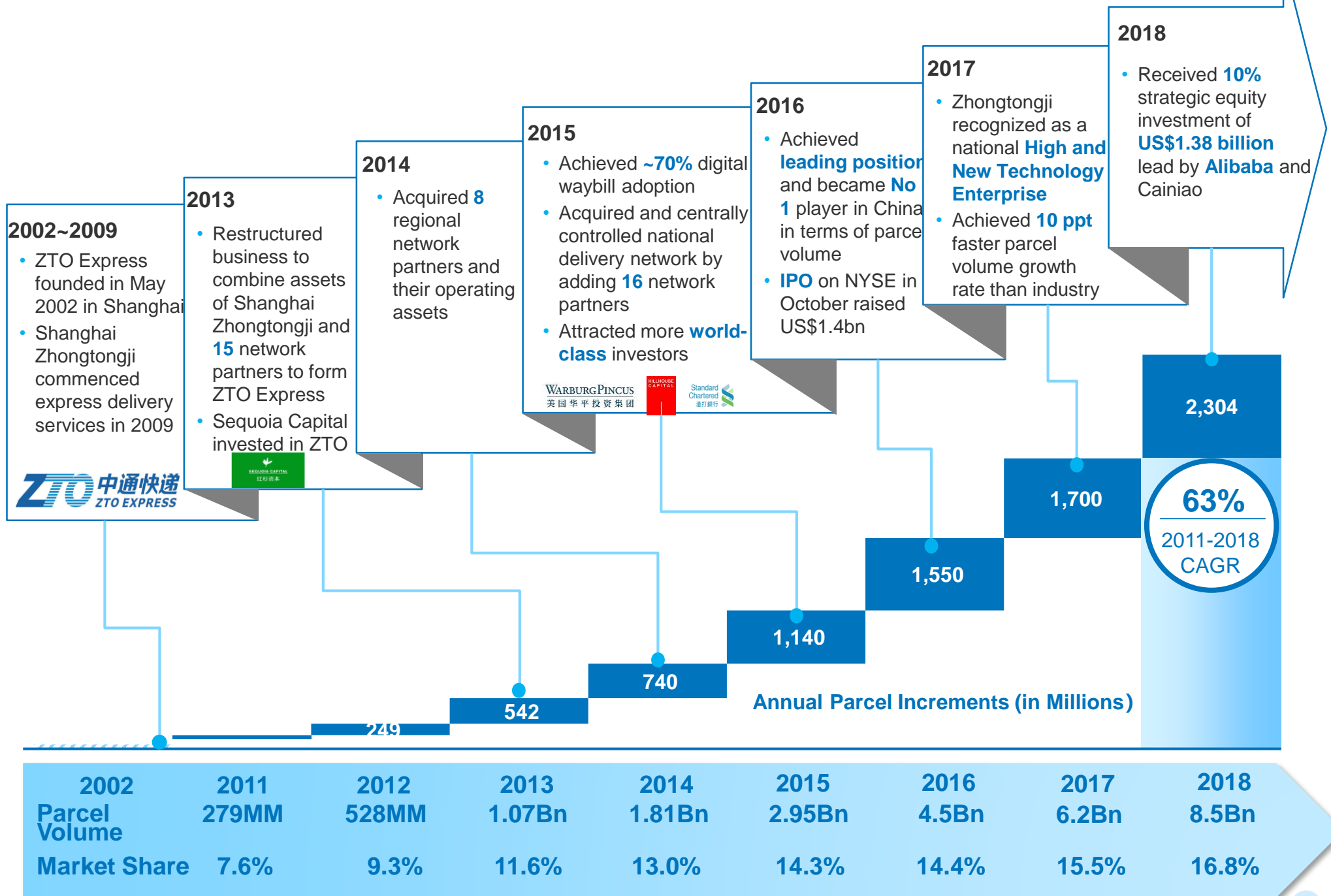


Source: Companies' annual report

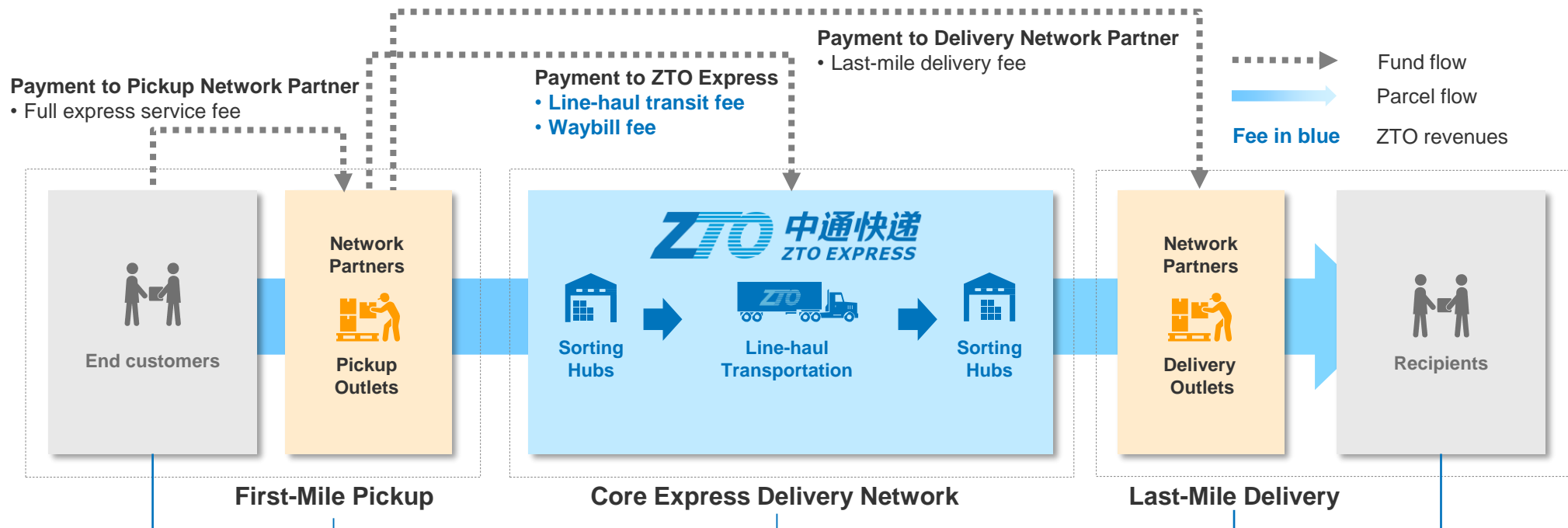
Note

1. Micro merchants refer to online merchants who promote and sell merchandise on social networking and other mobile platforms.

Our History and Key Milestones



Our Distinctive Network Partner Business Model (“NPM”)



Our End-Customers

- E-Commerce merchants
- Enterprise clients
- Individual consumers

Our Network Partners

- Our network partners provide pickup and last-mile delivery services
- Our network partners are also our direct customers, paying us a fee for each parcel transited through our network
- ~4,500 Direct Network Partners¹
- ~30,100 Pickup/Delivery Outlets

Our Core Network

- 86 Sorting Hubs²
- 5,500+ Line-haul Vehicles³
- 2,100+ Line-haul Routes⁴
- >98% Cities and Counties Covered

Our Business Scale

- The largest express delivery company in China by market share since 2016
- 2,714M Parcels⁵ in 4Q 2018

Notes

1. As of December 31, 2018; Conduct business relationship through corporation agreement
2. Includes 78 self-operated sorting hubs, and 8 sorting hubs operated by our network partners
3. Includes over 4,500 self-owned vehicles and over 900 vehicles owned and operated by Tonglu Tongze Logistics Ltd., an entity majority owned by our employees
4. Only includes line-haul routes between sorting hubs as of December 31, 2018
5. “Parcel volume” in any given period is defined as the number of parcels collected by our network partners using our waybills

Network Partner Model Widely Adopted

- Explosive growth of e-commerce in China demands scalability and flexibility
- Network partner players gaining market share from direct model players;
- ZTO network partner model offers the most stability than peers

Network Partner Model Best Suited to Enable E-commerce Growth



Network Scalability



Network Flexibility



Cost and Capital Efficiency

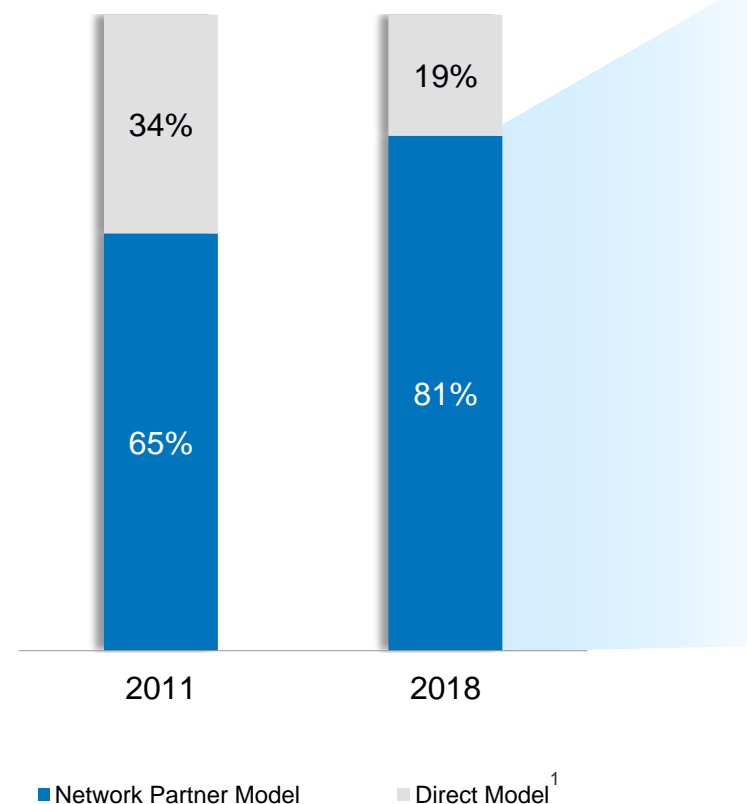


Network Value Appreciation



Network Partner Model Has Become a Predominant Model in Industry

In terms of parcel volume



Source: iResearch Report

Notes

1. Include SF, EMS, JD and other express delivery companies that use direct model. EMS market share based on assumption

Our Experienced Management Team



Meisong Lai

Founder, Chairman
& Chief Executive
Officer

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



Jianfa Lai

Co-founder,
Director and Vice
President of
operations

- 17 years of experience in express delivery industry
- Former executive director of ZTO Supply Chain Management Co. Ltd.



Jilei Wang

Director and Vice
President of
Infrastructure
Management

- 12 years of experience in infrastructure management
- Former deputy general manager of ZTO's network partner in Beijing



Huiping Yan

Chief Financial
Officer

- Over 26 years of experience in corporate and financial management
- 11 years at GE in US and Asia, 8 years in public accounting and tax consulting
- 5 years in large Chinese hotel chain management and 2 years in TMT/logistics



Renqun Jin

Vice President of
Development
Research Center

- 26 years of experience in express delivery industry
- Former vice president of TTK Express and STO Express



**Technology
Innovation**



**Shared
Success**



**Strong
Execution**



**Lean
Management**

Comprehensive Quality Control Measures



Call centers in 22 provinces
with over 1000 customer service
representatives across China



Local hires with relevant
knowledge of distinctive local
market conditions



Real-time access to customer
service representatives seven days a
week during business hours, and an
automated system through our
mobile app after business hours



Constant monitoring of KPIs,
such as response time, customer
complaint rate; performance-
based reward system



Comprehensive training &
operational support



Industry Leading Service Quality

1

Highest
Among Tongdas³

Overall Customer Satisfaction
Score
(2014 – 2018) ¹

Monthly average
effective complain rate
< 1 per million

Customer Complaint Rate
(2017 – 2018) ²

Notes

1. According to Horizon Consulting Group

2. According to State Post Bureau.

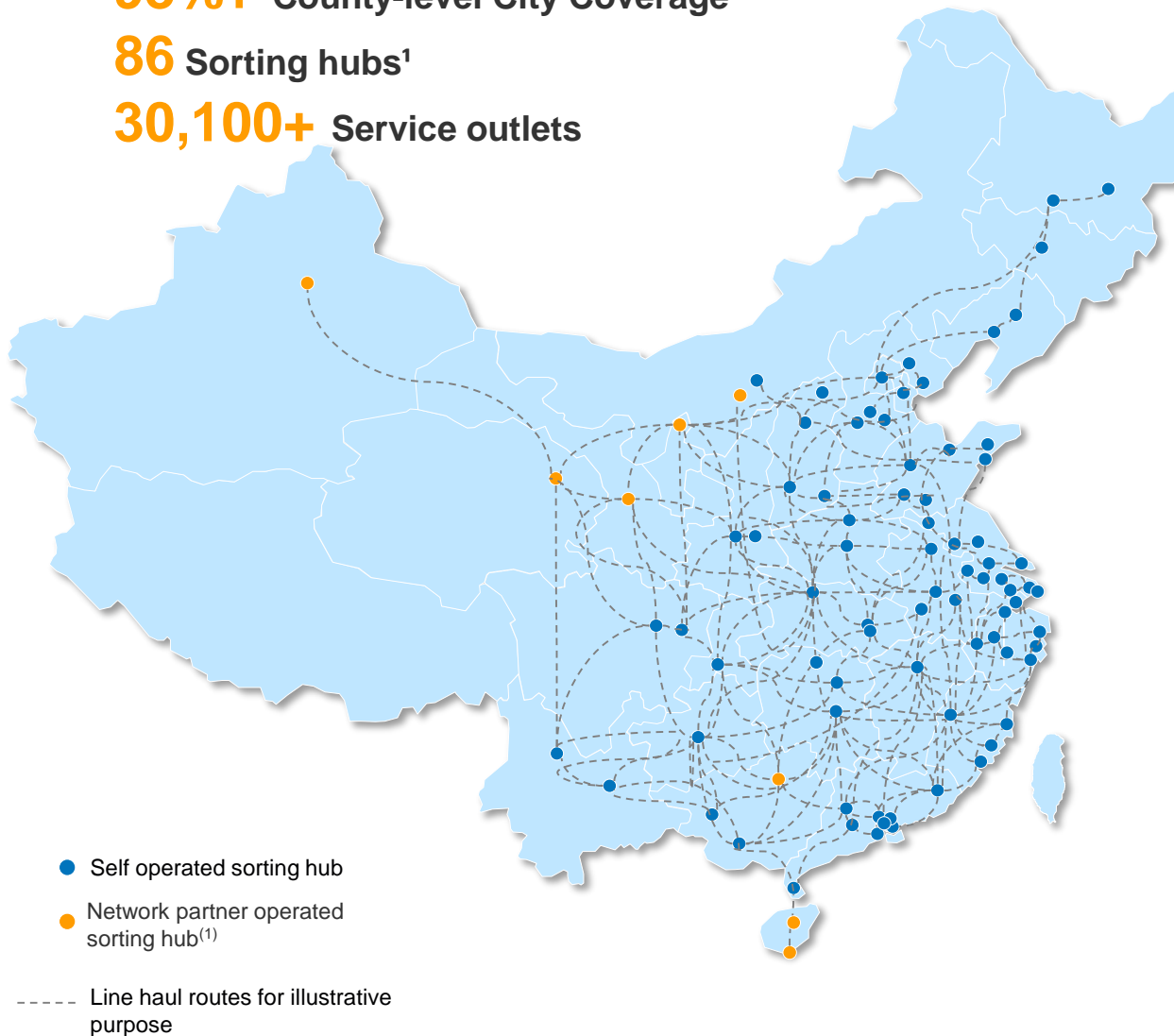
3. Tongdas refer to ZTO Express, YTO Express, STO Express and Yunda Express, all of which are major express delivery companies in China that adopt the network partner model

Scale and Nationwide Network Create High Entry Barriers and Strong Network Effects

98%+ County-level City Coverage

86 Sorting hubs¹

30,100+ Service outlets



- ✓ **Nationwide** Network Coverage
- ✓ Critical Scale at Right Locations Leads to **High Barriers** to Entry
- ✓ **Network Effect** Reducing Unit Costs
- ✓ **Standardized** Customer Services at the Last Mile
- ✓ **Global** Connectivity Capturing **Cross Border e-Commerce** Demand

Notes

1. 78 self operated sorting hubs and 8 networks partner operated sorting hubs as of December 31, 2018.

Centralized IT System

- Integrated IT system to monitor each service outlet
- Customized IT solutions to equip network partners and outlets with the best management practice
- Tailored mobile app to connect all delivery personnel

Performance-based Incentives

- Comprehensive and results-driven KPIs based on parcel volume, service quality and profitability
- Well established rewards system
- Elimination of weak performers to ensure the competitiveness of service outlets

Quality Control and Monitoring

- Over 1000 customer service representatives across the country to ensure service quality
- Real-time monitoring and analysis of parcel volumes
- Frequent reviews with regional management

Training and Advancement

- Comprehensive training to improve operational efficiency and service quality of network partners
- Consistent training on new systems and products for service outlets
- Field visits to help service outlets improve operational management

Stable Network
Network partner
turnover rate less
than **5.0%** in 2018

Sustainable R&D capabilities enabling end-to-end digitization of processes and user experience

Connectivity & Visibility



- Real time data **synchronized** at **centralized** data repository
- **Connecting all users** through digital devices, mobile apps and desktop suits:
 - Pickup & Delivery personnel
 - Network partners & outlets
 - Vehicles and drivers
 - Senders & recipients

Automation & AI Solution

- **Proprietary AI algorithm** for addresses recognition, codification and location-based computing
- Deployed **automatic sorting equipment** with integrated embedded **sensory system** to record weight and size



Integrated IT R&D Platform

Progressive & Transformative



- **In-house R&D capability** with 700+ tech talents
 - 32 software copyrights and 51 patent as of Dec 2018
- **Cutting-edge technologies**, e.g. facial recognition & machine learning

Openness & Empowerment

- Customer-centric data-driven open platform enabling **operational ease & fair allocation of profits**, e.g.:
 - For network partners: proprietary SaaS customized with data analytics against **best practice benchmark**
 - For couriers: transparent pickup & delivery fee, verified for competitiveness



Our Strong Operational Efficiency and Cost Leadership

Continued Operational Improvements



Self-owned Line-haul Fleet

- Approximately 4,500 self-owned vehicles with approximately 2,800 high capacity 15-17 meter trailer trucks
- Increase in the use of cost efficient, high capacity, self-owned line-haul fleet



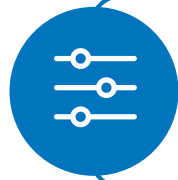
Centralized Route Optimization

- Prioritize efficiency of the entire network
- Centralized line-haul route planning by HQ



Expansion and Automation of Sorting Hubs

- 86 sorting hubs, of which 78 are self operated
- 120 sets of automated sorting equipment



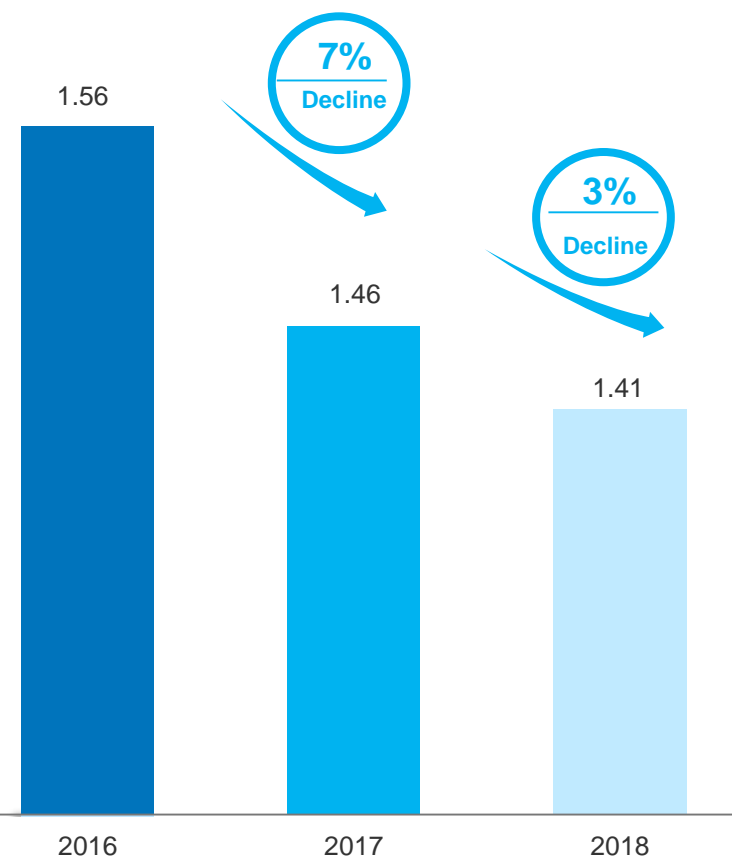
Waybill Digitization and Technology Focus

- Digital waybill adoption rate 99.6% in 4Q18
- Increased investment in technology and data initiatives

IT Support

Significant Cost Productivity

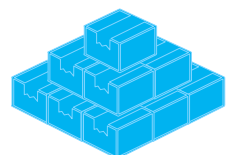
Unit cost ⁽¹⁾⁽²⁾ (RMB per parcel)



Notes

1. Sum of cost of revenues and total operating expenses of the applicable period divided by total parcel volume during the same period
2. Excluding COE business which was acquired by company in 4Q2017

Robust Growth



2,714m parcel volume,
+34.7% YoY, above
industry growth of 26.1%⁽¹⁾
YoY.



RMB5,628m
revenue,
+29.9% YoY



RMB
1,353m
operating profit,
+10.4% YoY

Superior Profitability



RMB1,279m
net income, **+4.7%**
YoY, with net margin
rate of
22.7% in Q4 2018



RMB1,290m
Adjusted net income,
+1.9%⁽⁵⁾ YoY,
beating Q4 2018 guidance,
with margin rate of
22.9%



RMB1.62
basic earnings per ADS,
-5.8% YoY

Significant Scale



5,500+
Line-haul
Vehicles⁽²⁾



~30,100
Pickup/Delivery
Outlets⁽³⁾

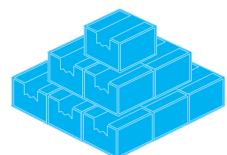


86
Sorting Hubs⁽⁴⁾

Notes

1. Average industry parcel volume growth rate for Q4 2018 is calculated from the State Post Bureau.
2. Includes Number of self-owned trucks increased to over 4,500 as of December 31, 2018, from 4,000 as of September 30, 2018, among which the number of high capacity 15-17 meter long models increased to over 2,800 as of December 31, 2018, compared to over 2,270 as of September 30, 2018.
3. Number of total service outlets across entire network as of December 31, 2018, an increase from about 30,000 service outlets as of September 30, 2018.
4. Includes 78 self-operated sorting hubs, and 8 sorting hubs operated by our network partners.
5. The net profit for Q4 2017 included one-time annual tax rebate. After deducting this rebate, the adjusted net income increased by 20.5% compared to last year.

Robust Growth



8,524m parcel volume,
+37.1% YoY,
10.5ppt above industry
growth of 26.6%⁽¹⁾ YoY.



RMB17,605m
revenue,
+34.8% YoY.



RMB 4,332m
operating profit,
+15.6% YoY.

Superior Profitability



RMB4,388m
net income,
+38.9% YoY,
with net margin rate of
24.9% in 2018.



RMB4,201m
Adjusted net income,
+30.1% YoY,
beating 2018 guidance,
with margin rate of
23.9%.



RMB5.83
basic earnings per ADS,
+32.2% YoY.

Leadership Position



16.8%
leading market
share⁽²⁾ by the end
of 2018,
+1.3ppt YoY.



No.1 overall
customer
satisfaction score
among Tongdas

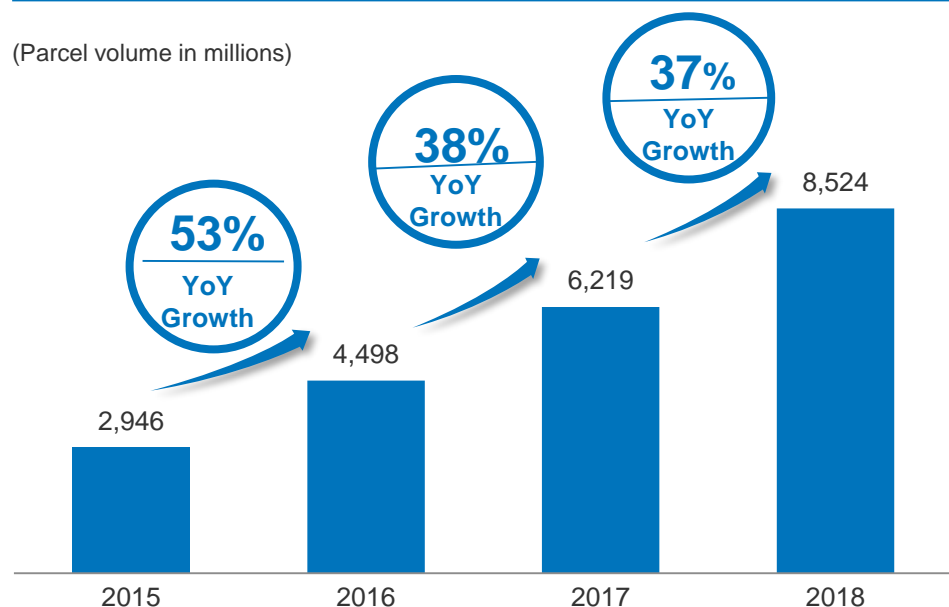
Notes

1. Average industry parcel volume growth rate for 2018 is calculated from the State Post Bureau.
2. In terms of parcel volume

Strong Revenue Growth Driven by Robust Parcel Volume Growth

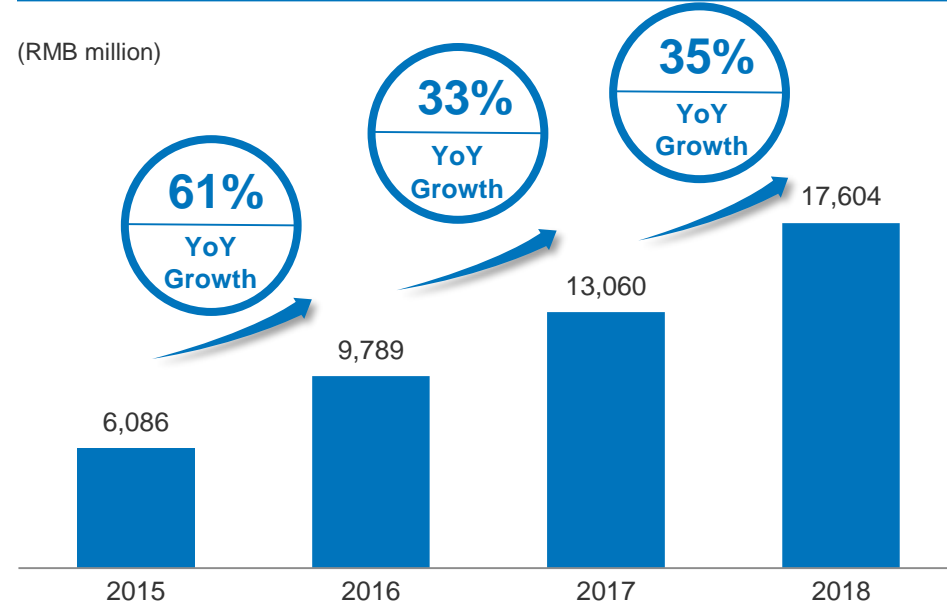
Parcel Volume

(Parcel volume in millions)



Total Revenue

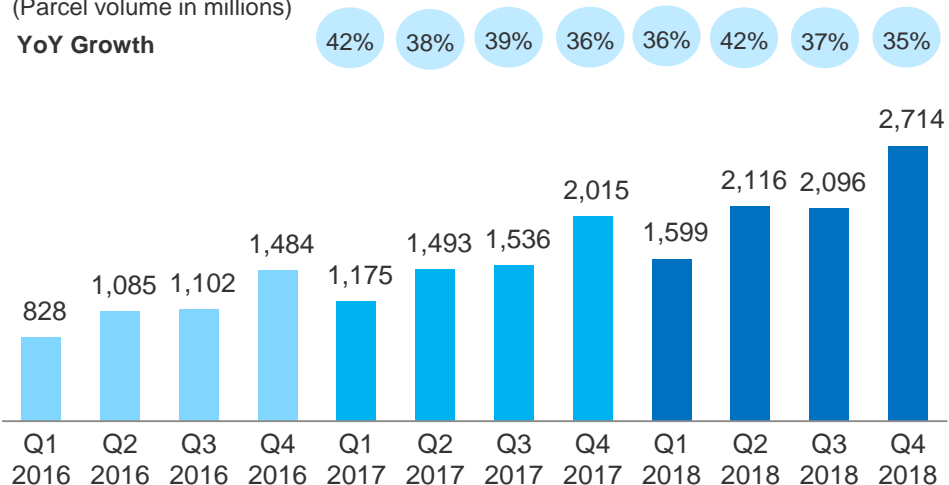
(RMB million)



Quarterly Parcel Volume

(Parcel volume in millions)

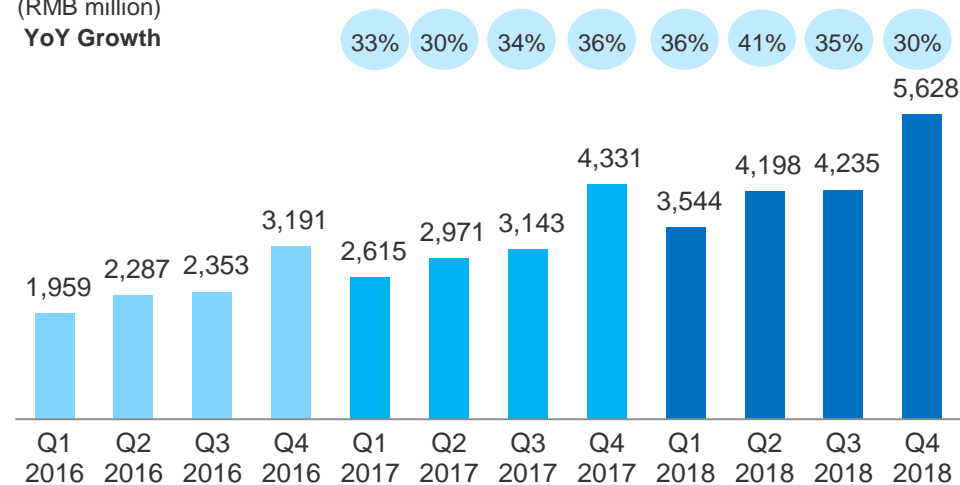
YoY Growth



Quarterly Revenue

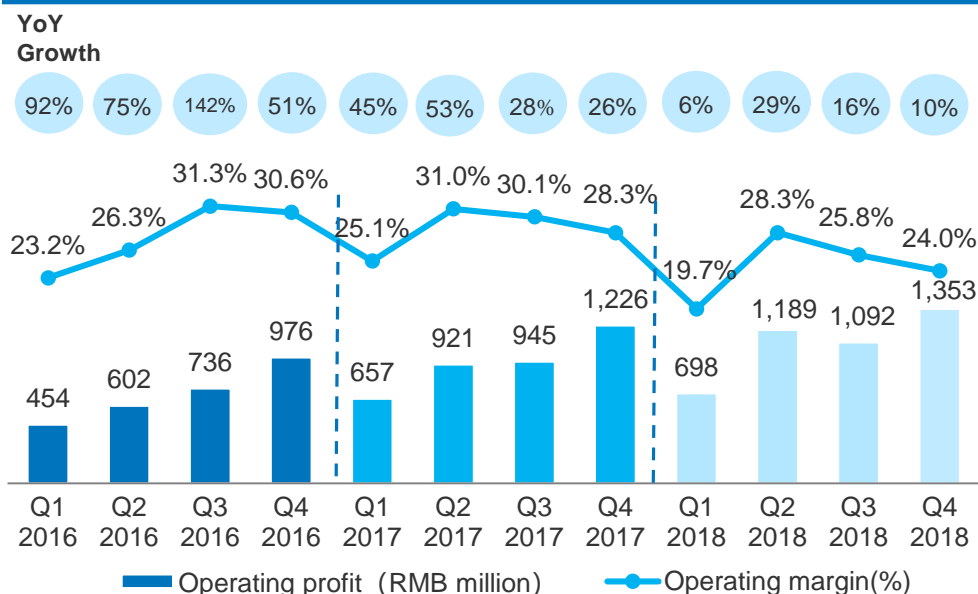
(RMB million)

YoY Growth

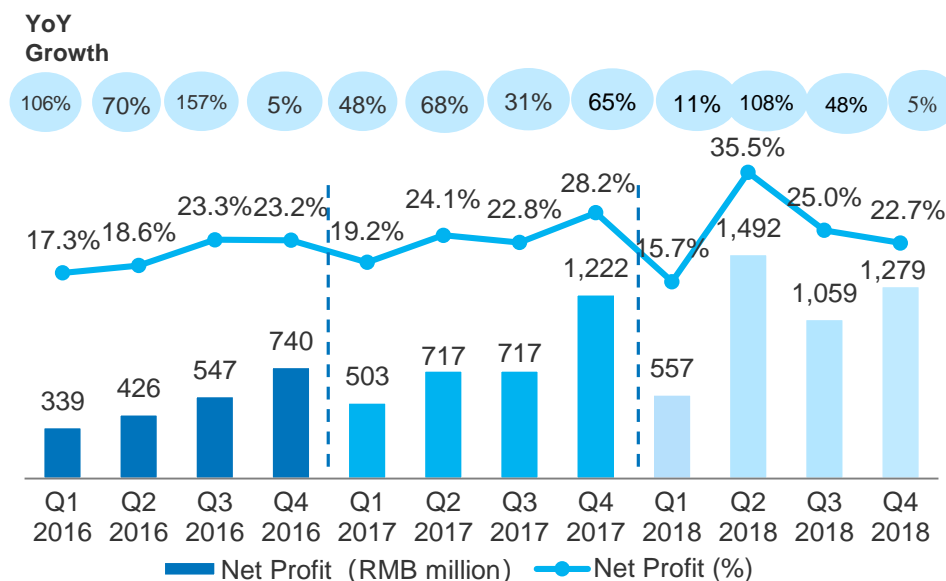


Strong Profit Growth and Healthy Margins

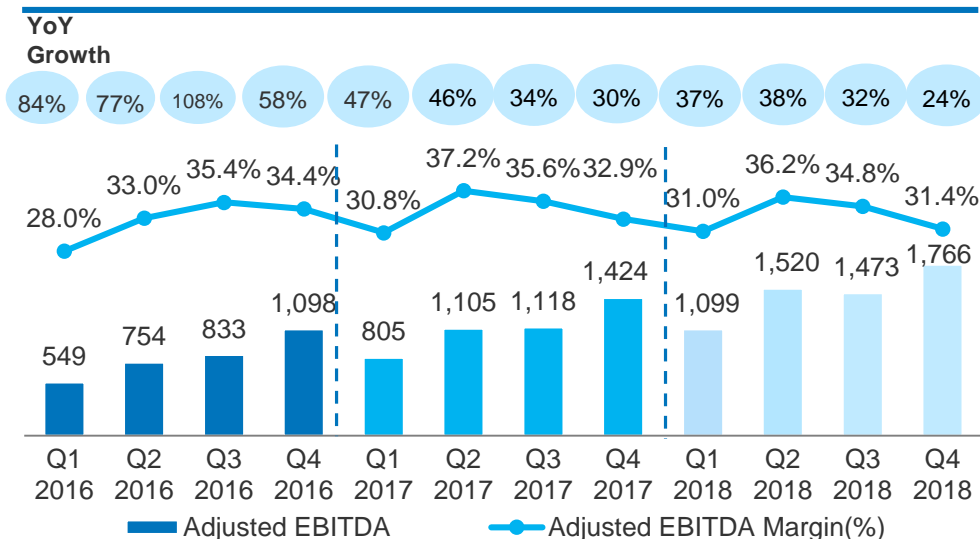
Income from Operations and Margin



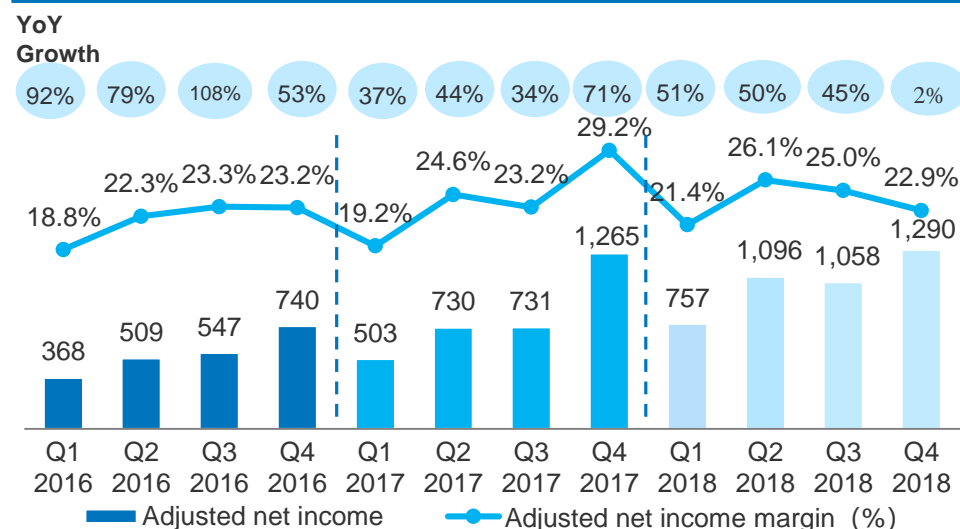
Net Income and Margin



Adjusted EBITDA¹ and Margin



Adjusted Net Income² and Margin



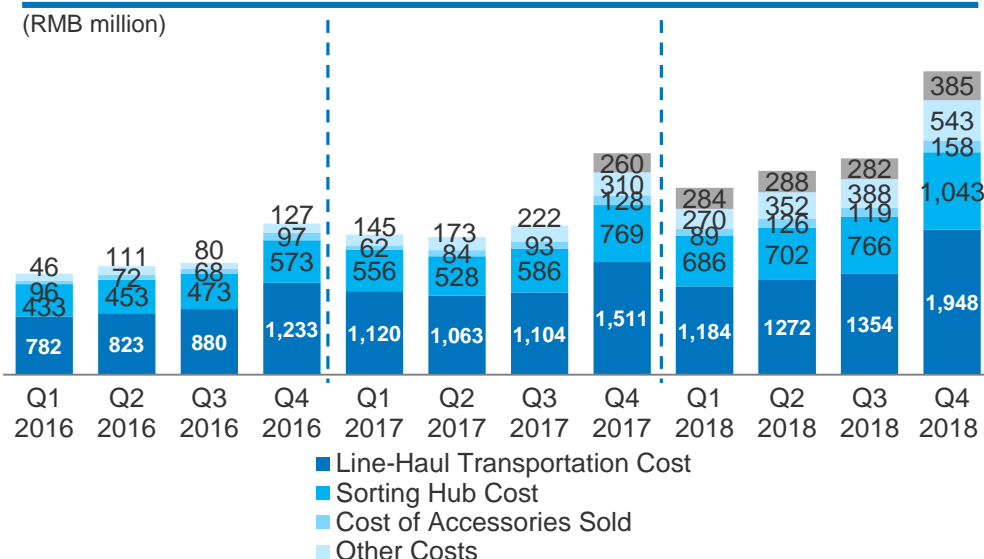
Notes

- 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, and (iii) impairment of equity investments.
- Adjusted net income is a non-GAAP financial measure, which is defined as net income before (i) share-based compensation expense, (ii) gain on disposal of equity investees and (iii) impairment of equity investments.

Cost Efficiencies and Productivity

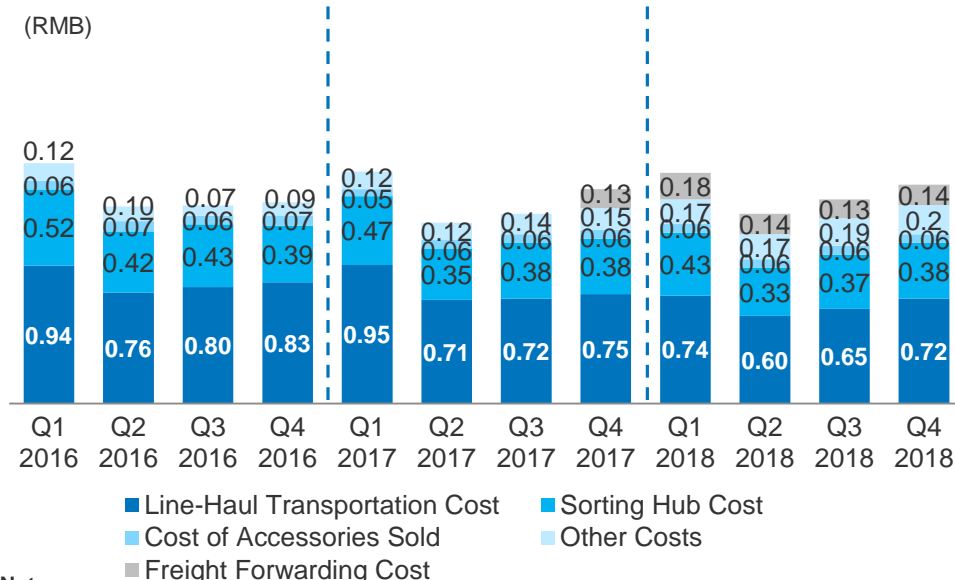
Cost of Revenues - Breakdown

(RMB million)



Cost of Revenues per Parcel¹

(RMB)

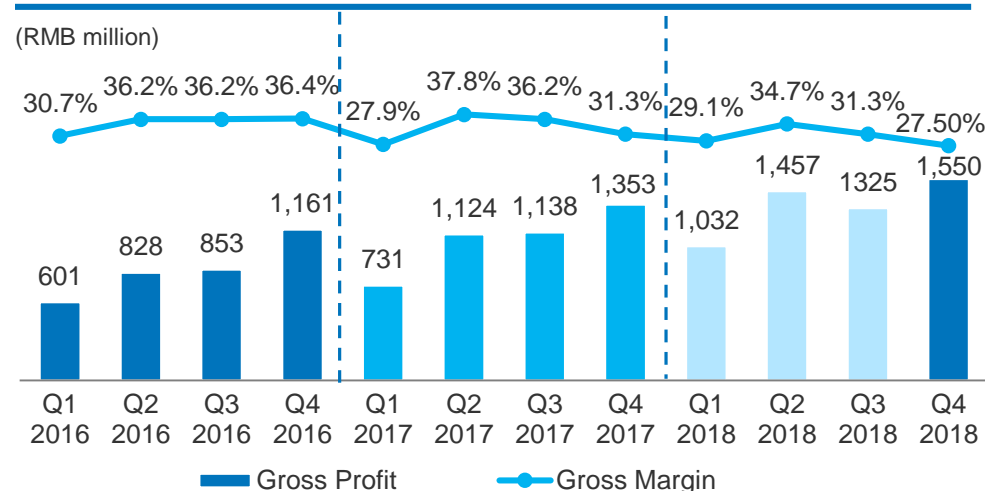


Note

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

Gross Profit and Margin

(RMB million)



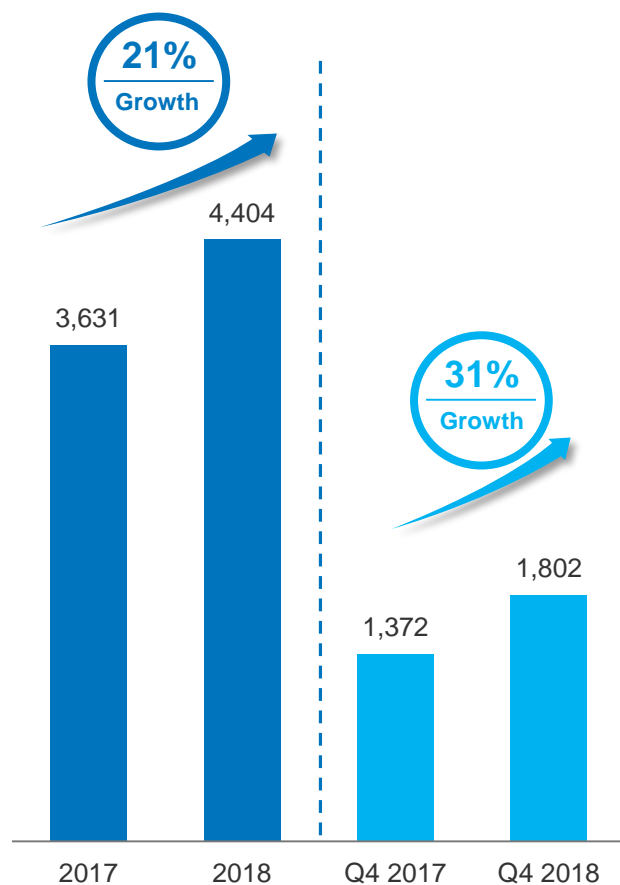
Key Observations on Q4 2018 Results

- **Line-haul transportation cost efficiency –**
 - ✓ Increased use of high-capacity trailer trucks
 - ✓ Better route planning
 - ✓ Balanced use of self-owned trucks and third-party resources
- **Sorting hub cost efficiency –**
 - ✓ Ramp up of automation equipment with improved utilization
- **Cost of accessories sold per parcel**
 - ✓ increased in line with increases in digital waybill utilization (up to 99.6%)
- **Gross margin decrease** due to (i) a decreased in unit price per parcel due to competition, (ii) acquisition of freight forwarding business with lower gross margin of 1.8%, (iii) an increased in service to larger enterprise customers at a relatively lower margin, (iv) an increase of RMB33.6 million in tax surcharges, and (v) an increase of RMB49.0 million in IT related costs.

Strong Cash Flow and Continued Investment in Capacity Expansion

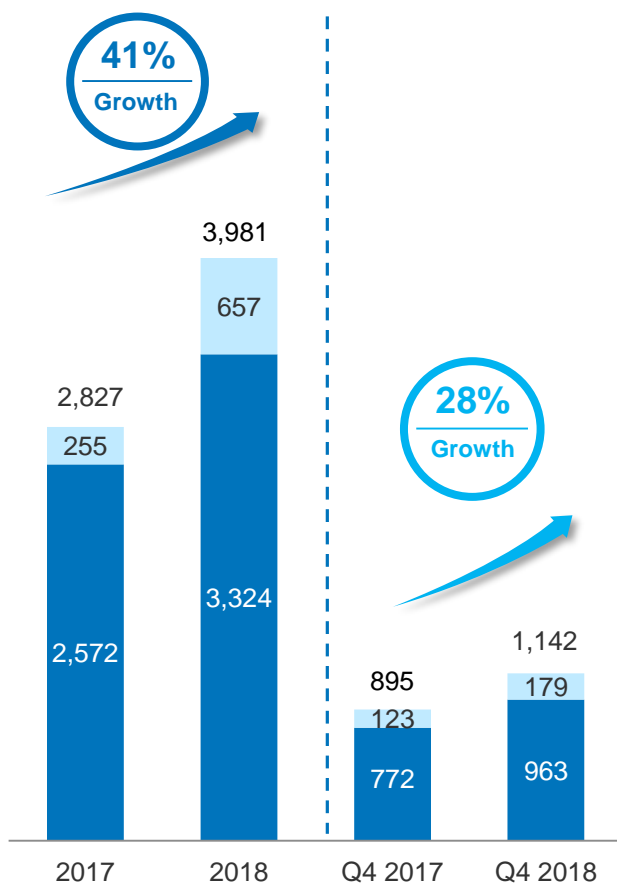
Operating Cash Flow¹

(RMB million)



Capital Expenditure

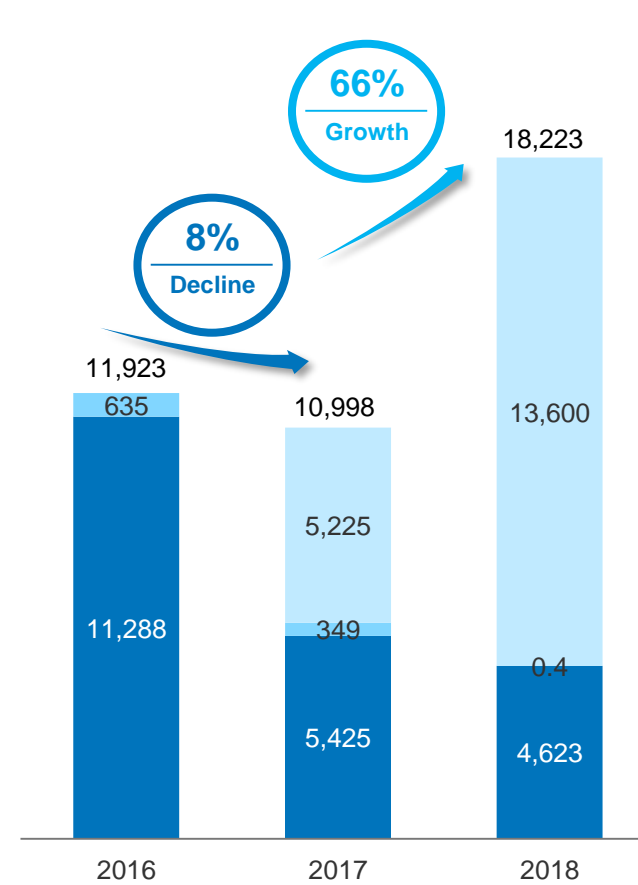
(RMB million)



■ Purchase of Land Use Rights
■ Purchases of Property, Equipment and Vehicles

Cash and Cash Equivalents²

(RMB million)



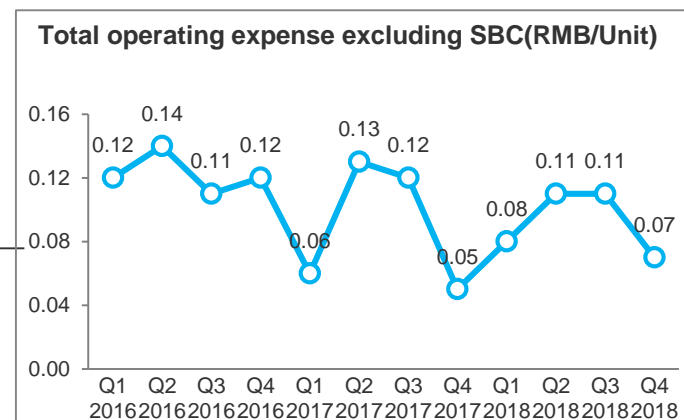
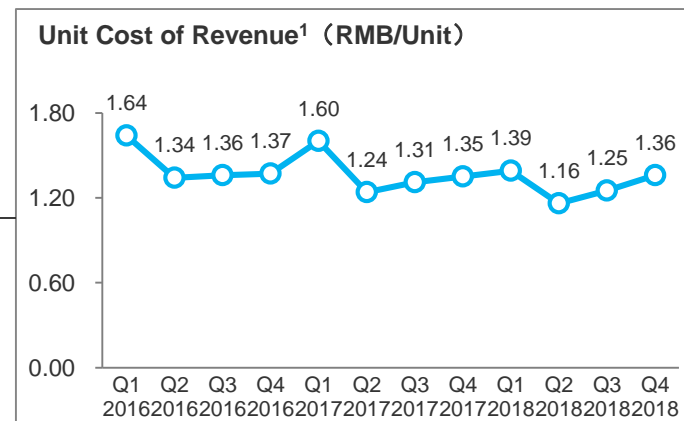
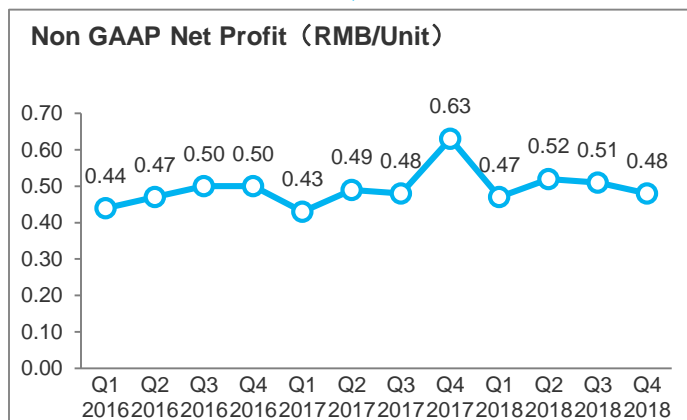
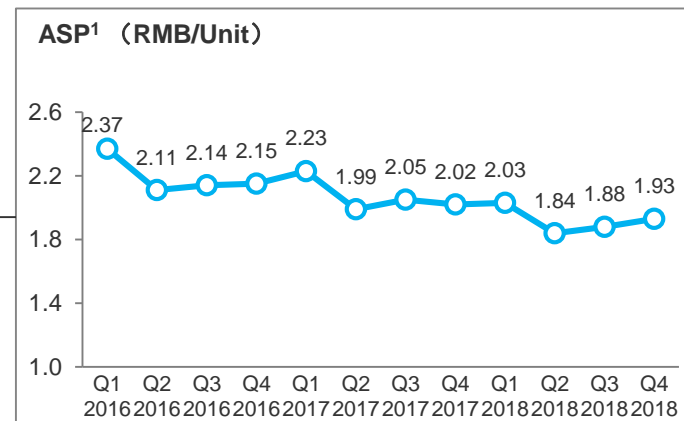
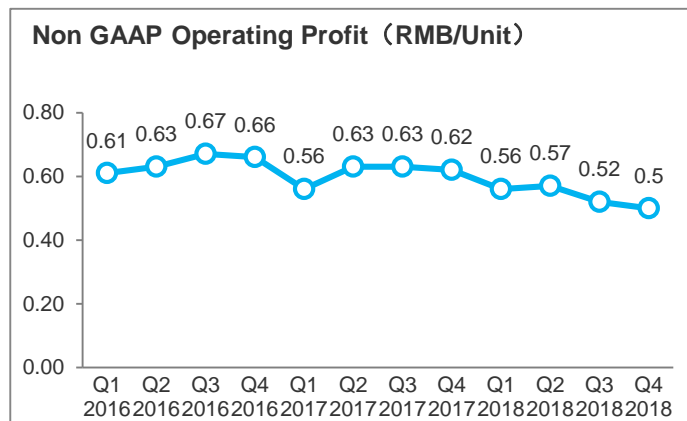
■ Cash and cash equivalents
■ Restricted cash
■ Short-term investments

Note

1. The operating cash flow in 2016 has been retroactively adjusted to reflect the impact of restricted cash presentation in the cash flow statement as a result of ZTO's adoption of a new accounting standard starting from 2017.

2. Including cash and cash equivalents, restricted cash and short-term investment.

Per Parcel Unit Economics



Note:

1. Freight forwarding business not included
2. Numbers may not add up due to rounding

Reconciliation of GAAP to Adjusted / Non-GAAP Measures



For the Three Months Ended

	Dec 31, 2017	Dec 31, 2018
	RMB million	RMB million
Adjusted EBITDA		
Net Income	1,222	1,279
Add: Depreciation	135	244
Add: Amortization	13	10
Add: Interest Expenses	2	0
Add: Income Tax Expenses	9	223
EBITDA	1,381	1,755
Add: Share-based Compensation Expense	13	11
Impairment of investment in equity investee	30	-
Less: Gain on deemed disposal of equity method investments	-	-
Adjusted EBITDA	1,424	1,766
Adjusted EBITDA margin	32.9%	31.4%
Adjusted Net Income		
Net Income	1,222	1,279
Add: Share-based Compensation Expense	13	11
Impairment of investment in equity investee	30	-
Less: Gain on disposal of equity investees and subsidiary, net of income taxes	-	-
Adjusted Net Income	1,265	1,290
Adjusted Net Margin	29.2%	22.9%

Note: Numbers may not add up due to rounding

Reconciliation of GAAP to Adjusted / Non-GAAP Measures

For the Three Months Ended

	Mar 31, 2016	Jun 30, 2016	Sep 30, 2016	Dec 31, 2016	Mar 31, 2017	Jun 30, 2017	Sep 30, 2017	Dec 31, 2017	Mar 31, 2018	Jun 30, 2018	Sep 30, 2018	Dec 31, 2018
Adjusted EBITDA	RMB '000	RMB '000	RMB '000	RMB '000	RMB '000	RMB '000	RMB '000	RMB '000	RMB '000	RMB '000	RMB '000	RMB '000
Net Income	338,814	425,802	547,177	739,811	502,870	716,923	717,230	1,221,874	557,455	1,492,226	1,059,375	1,278,854
Add: Depreciation	51,008	62,453	89,174	99,032	122,011	127,083	138,757	135,002	176,197	186,200	202,669	243,940
Add: Amortization	4,688	5,349	6,310	6,963	7,595	8,702	8,455	12,760	10,670	12,693	11,709	9,641
Add: Interest Expenses	3,644	4,742	3,766	834	5,708	5,029	2,479	2,452	773	3	4	-
Add: Income Tax Expenses	122,018	171,954	186,468	251,547	166,609	233,323	237,670	8,759	154,280	350,858	201,355	222,639
EBITDA	520,172	670,300	832,895	1,098,187	804,793	1,091,060	1,104,591	1,380,847	899,375	2,041,980	1,475,112	1,755,074
Add: Share-based Compensation Expense	38,634	83,366	251	251	251	13,492	13,492	13,492	199,744	27,983	10,876	10,876
Add: Impairment of the investments	-	-	-	-	-	-	-	30,000	-	-	-	-
Less: Gain on Deemed Disposal of Equity Method Investments	-9,551	-	-	-	-	-	-	-	-	-549,733	-12,904	--
Adjusted EBITDA	549,255	753,666	833,146	1,098,438	805,044	1,104,552	1,118,083	1,424,339	1,099,119	1,520,230	1,473,084	1,765,950
Adjusted EBITDA margin	28.00%	32.96%	35.40%	34.40%	30.77%	37.17%	35.57%	32.89%	31.01%	36.21%	34.80%	31.38%
Adjusted Net Income	RMB '000	RMB '000	RMB '000	RMB '000	RMB '000	RMB '000	RMB '000	RMB '000	RMB '000	RMB '000	RMB '000	RMB '000
Net Income	338,814	425,802	547,177	739,881	502,870	716,923	717,230	1,221,874	557,455	1,492,226	1,059,375	1,278,854
Add: Share-based Compensation Expense	38,634	83,366	251	251	251	13,492	13,492	13,492	199,744	27,983	10,876	10,876
Add: Impairment of the investments	-	-	-	-	-	-	-	30,000	-	-	-	-
Less: Gain on disposal of equity investees and subsidiary, net of income taxes	-9,551	-	-	-	-	-	-	-	-	-424,521	-11,756	-
Adjusted Net Income	367,897	509,168	547,428	740,062	503,121	730,415	730,722	1,265,366	757,199	1,095,688	1,058,495	1,289,730
Adjusted Net Margin	18.80%	22.27%	23.30%	23.20%	19.24%	24.58%	23.25%	29.22%	21.36%	26.10%	25.00%	22.92%

Note: Numbers may not add up due to rounding



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