



# 3Q 2022 INVESTOR PRESENTATION

November 2022



# 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 third quarter of 2022, our management quotes and our financial outlook for 2022.

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 third quarter of 2022 are preliminary, unaudited and subject to audit adjustment. In addition, we may not meet our financial outlook for 2022 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.

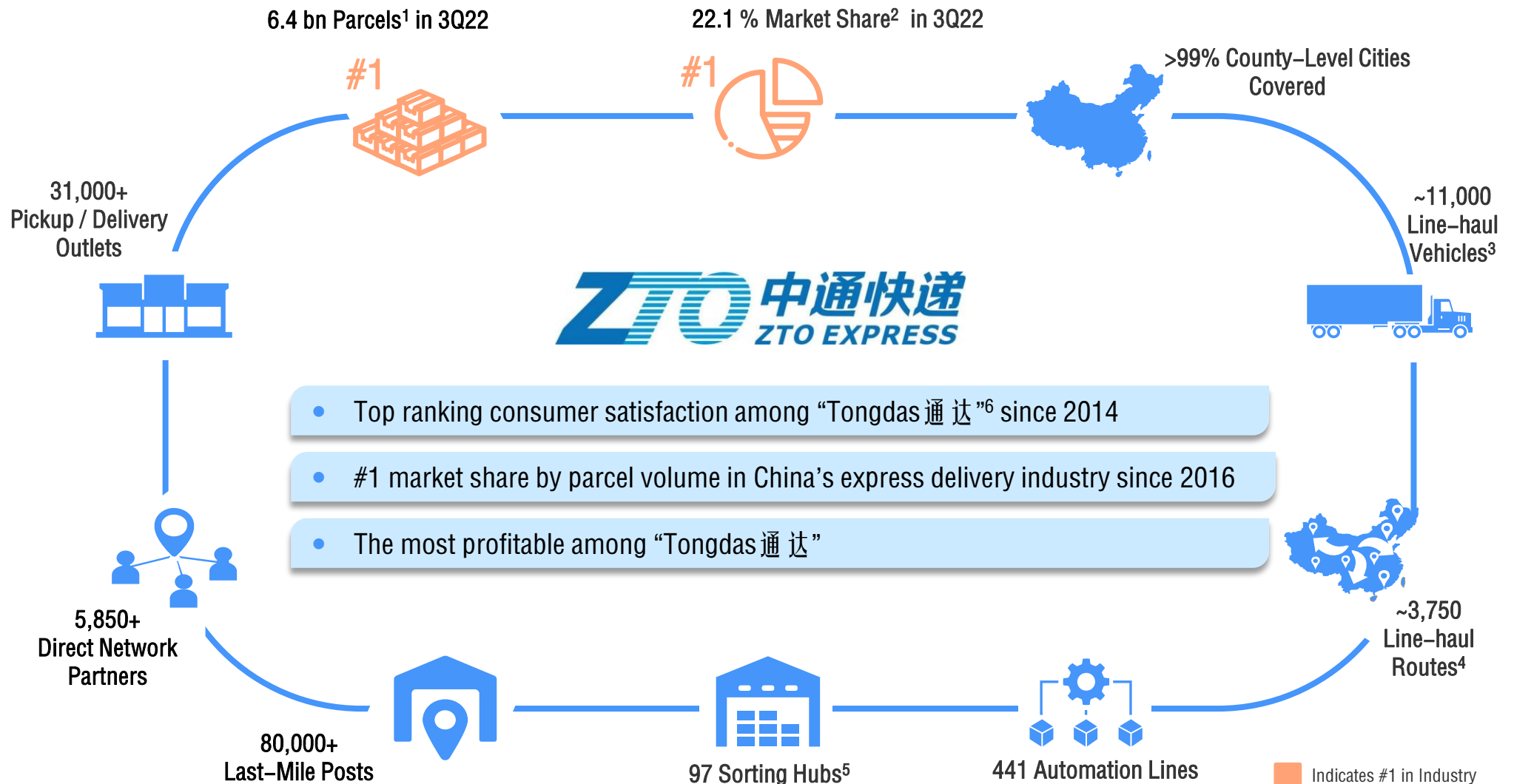
<b>01</b>	<b>COMPANY OVERVIEW</b>	<b>3</b>
	Leading Express Delivery Company in China	4
	Our Business: Past and Present	5
	Our Distinct Network Partner Business Model (“NPM”)	6
	Our Core Competitive Advantages	7
<b>02</b>	<b>OUR CORE COMPETITIVE ADVANTAGES</b>	<b>11</b>
	Significant Market Growth Opportunities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



# COMPANY OVERVIEW

01

# Leading Express Delivery Company in China

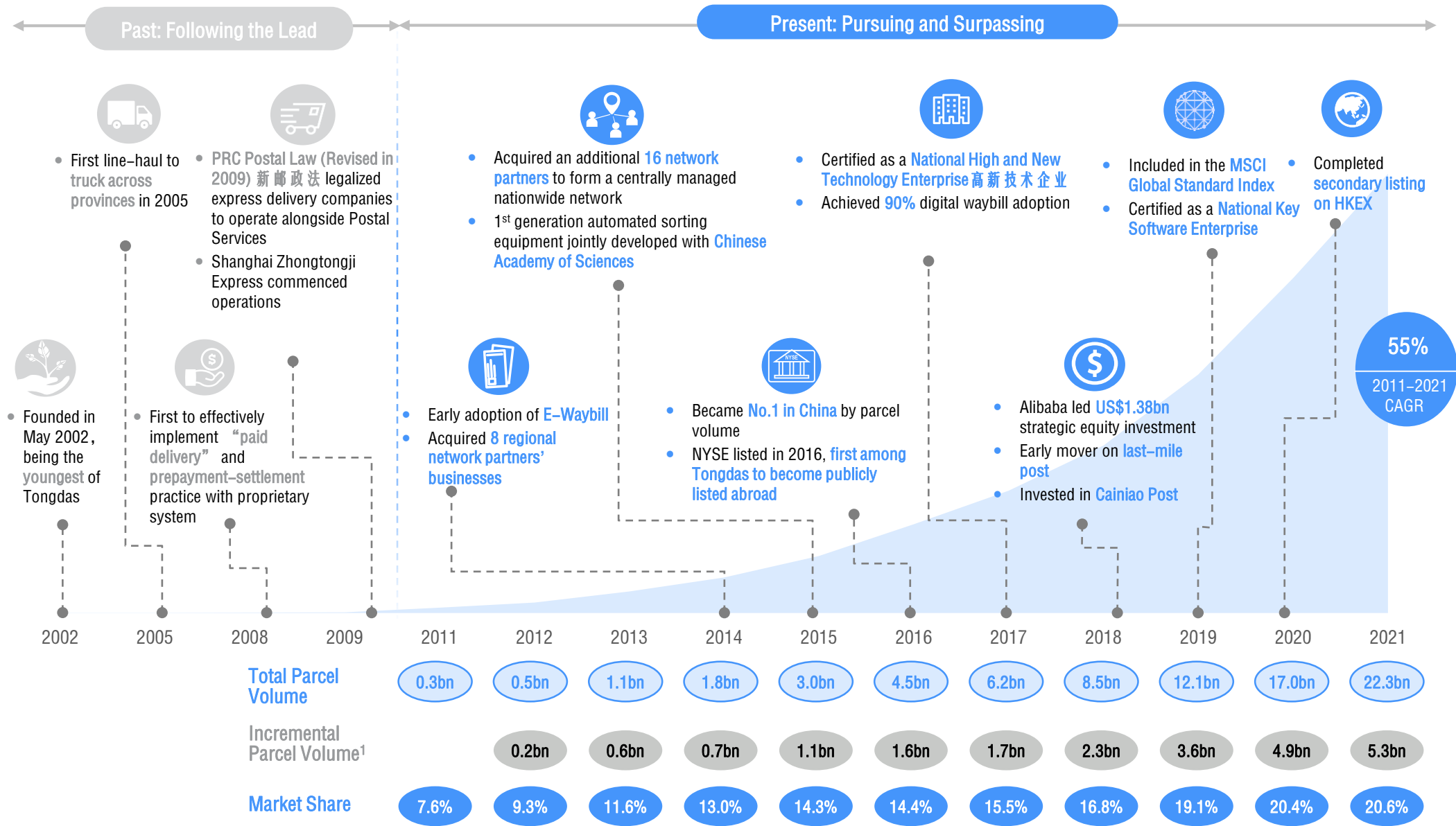


Source: Public filings. Data as of 3Q22 unless otherwise indicated

Notes:

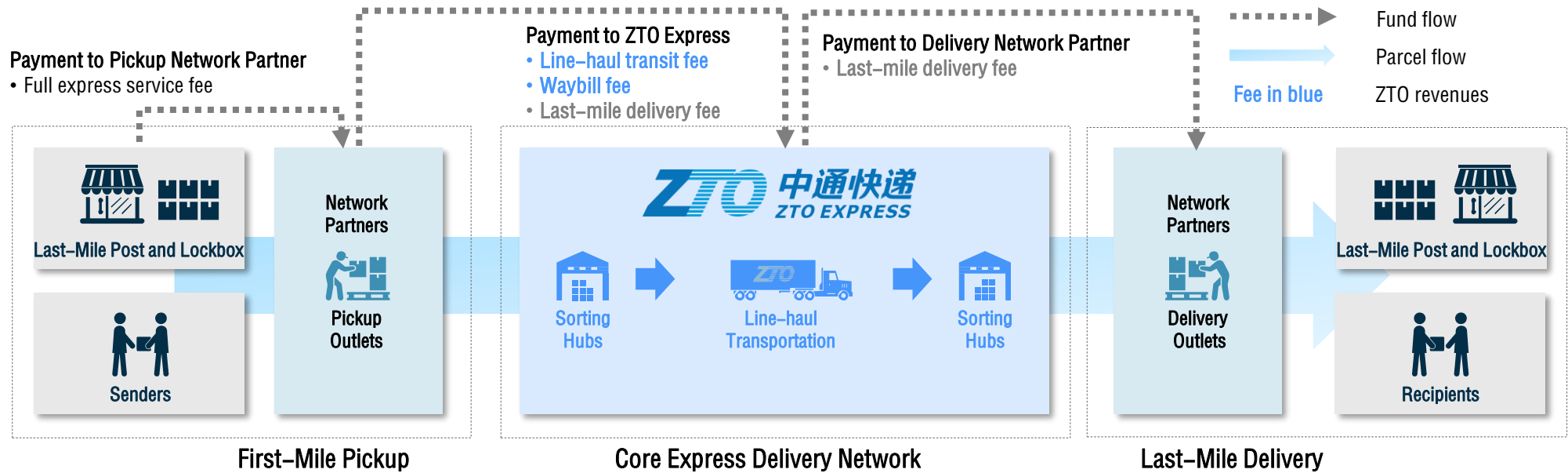
1. “Parcels” or “Parcel volume” in any given period is defined as the number of parcels picked up using ZTO waybills
2. In terms of parcel volume calculated based on data from State Post Bureau
3. Includes approximately 11,000 self-owned vehicles with over 9,300 high capacity 15–17 meter trailer trucks
4. Line-haul routes between sorting hubs only
5. Includes 86 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”)

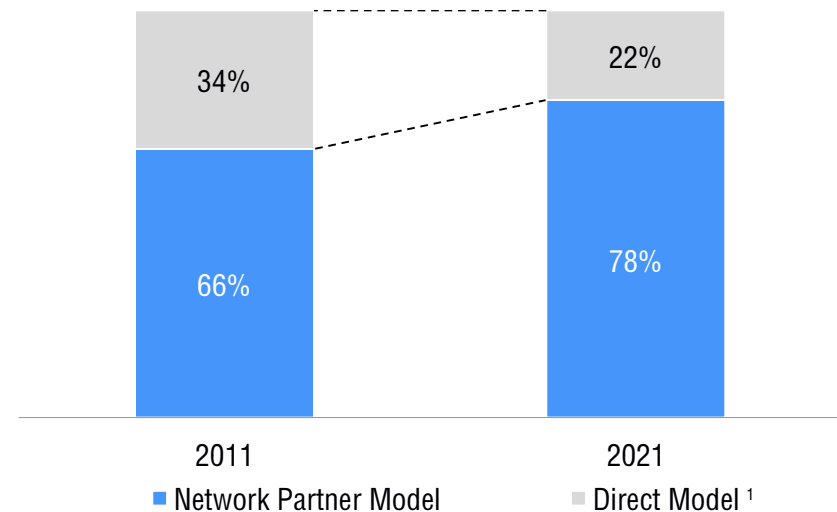
- Network Scalability** → ✓ Rapid geographic coverage expansion
- Flexibility** → ✓ Localized decision-making
- Capital Efficiency** → ✓ Lower costs for first/last-mile buildout

## 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

(Market share by parcel volume)



Sources: iResearch, public filings

Note:

1. 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

”





OUR CORE  
COMPETITIVE  
ADVANTAGES

02



# 1 Significant Market Growth Opportunities

## Market Opportunities

### High Internet and Digital Commerce Penetration



### Increasing Demand for Diversified Services

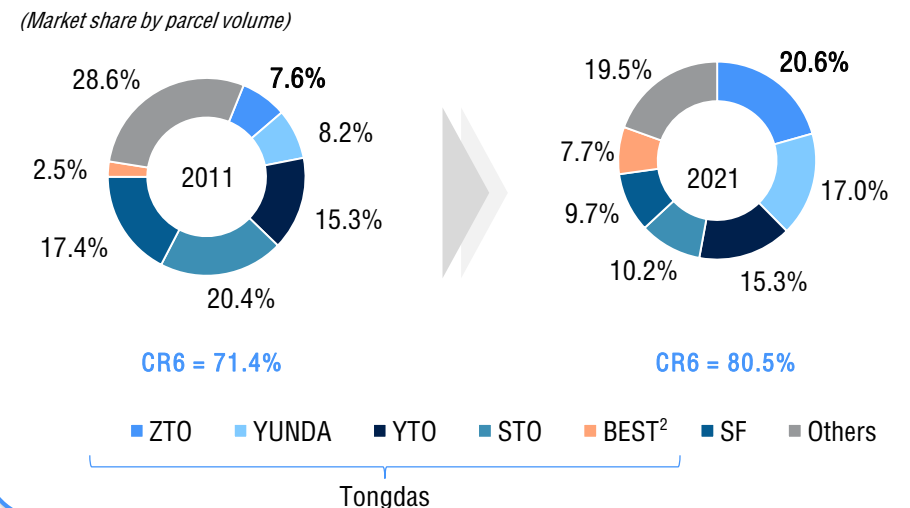


## Express Delivery Industry

### Stable Volume Growth with More Sustainable Pricing Level



### 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:

1. On Jan 7th 2022, State Post Bureau announced *Measures for the Administration of Express Delivery Market (Draft)*

2. BEST sold its express delivery business in China to J&T in 4Q2021. Its market share in 2021 was based on assumptions.

## 2 Distinct Partner Network Built Upon a “Shared–Success” Philosophy

Our “shared–success” philosophy inspired us to enhance and transform the network partner model, and has underpinned our success

### Fee Sharing Mechanism

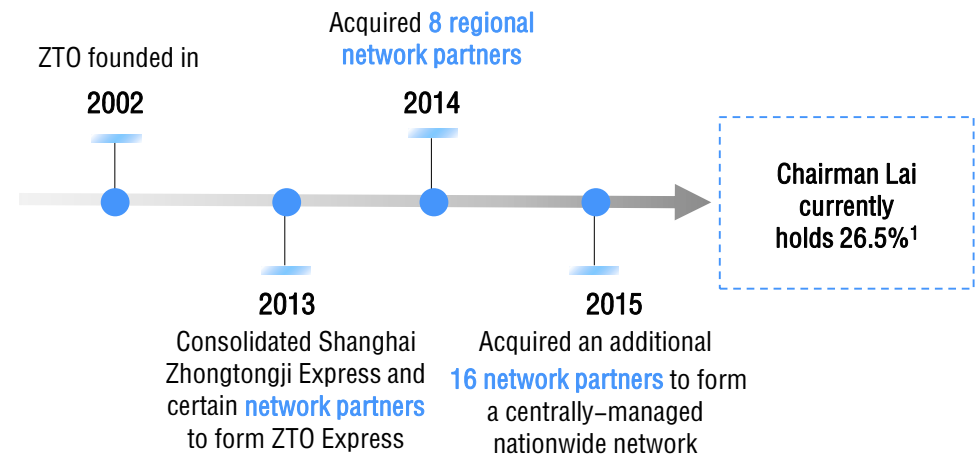
**Before 2008:** Last-mile delivery is free of charge

- 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



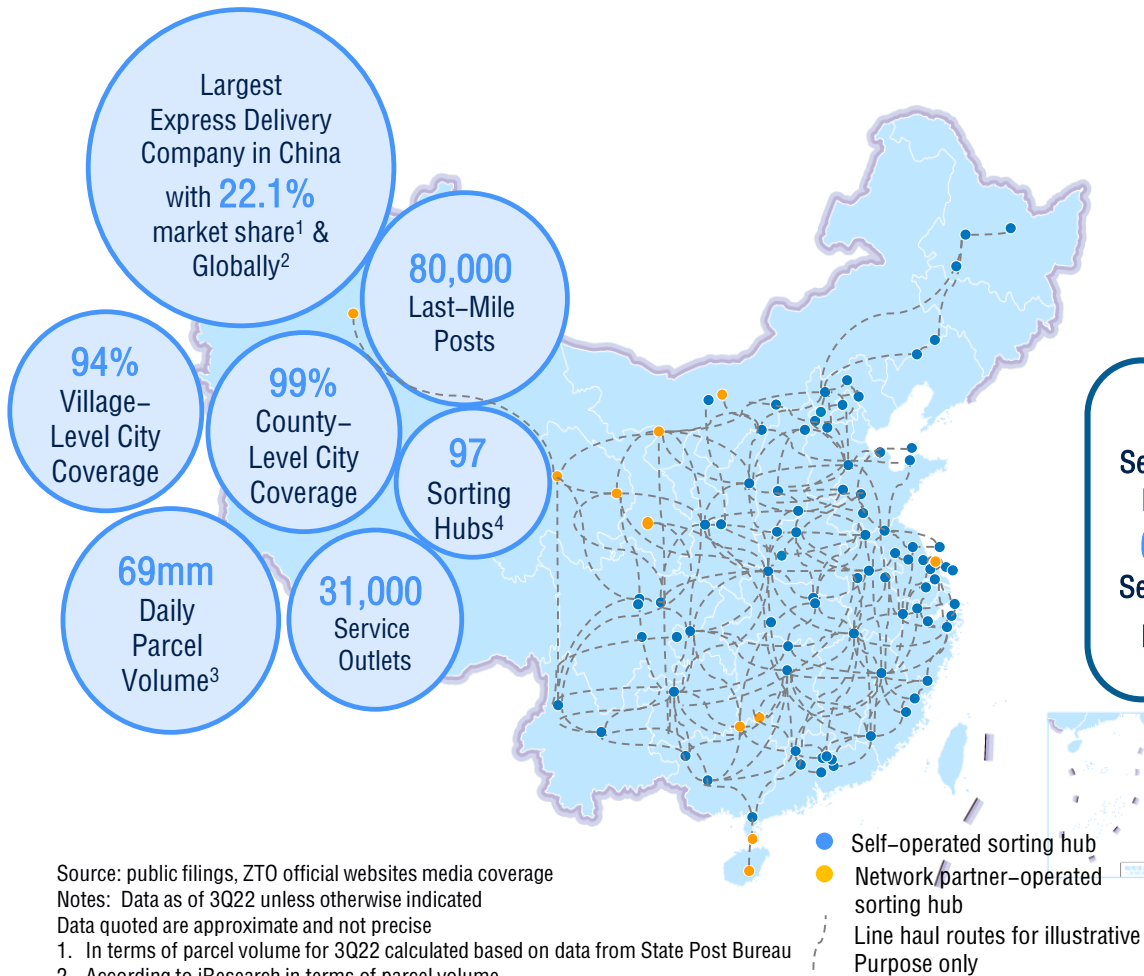
- Major network partners became shareholders of ZTO and united under a common goal
- Share–swap transactions fairly priced and with transparency
- The reorganization aligned interests, built trust and forged loyalty, and laid the foundation for network stability

Note:

1. Beneficially owns 26.5% of the Company's shares as of September 30, 2022

### 3 Superior Scale & Reach

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



Source: public filings, ZTO official websites media coverage

Notes: Data as of 3Q22 unless otherwise indicated

Data quoted are approximate and not precise

1. In terms of parcel volume for 3Q22 calculated based on data from State Post Bureau

2. According to iResearch in terms of parcel volume

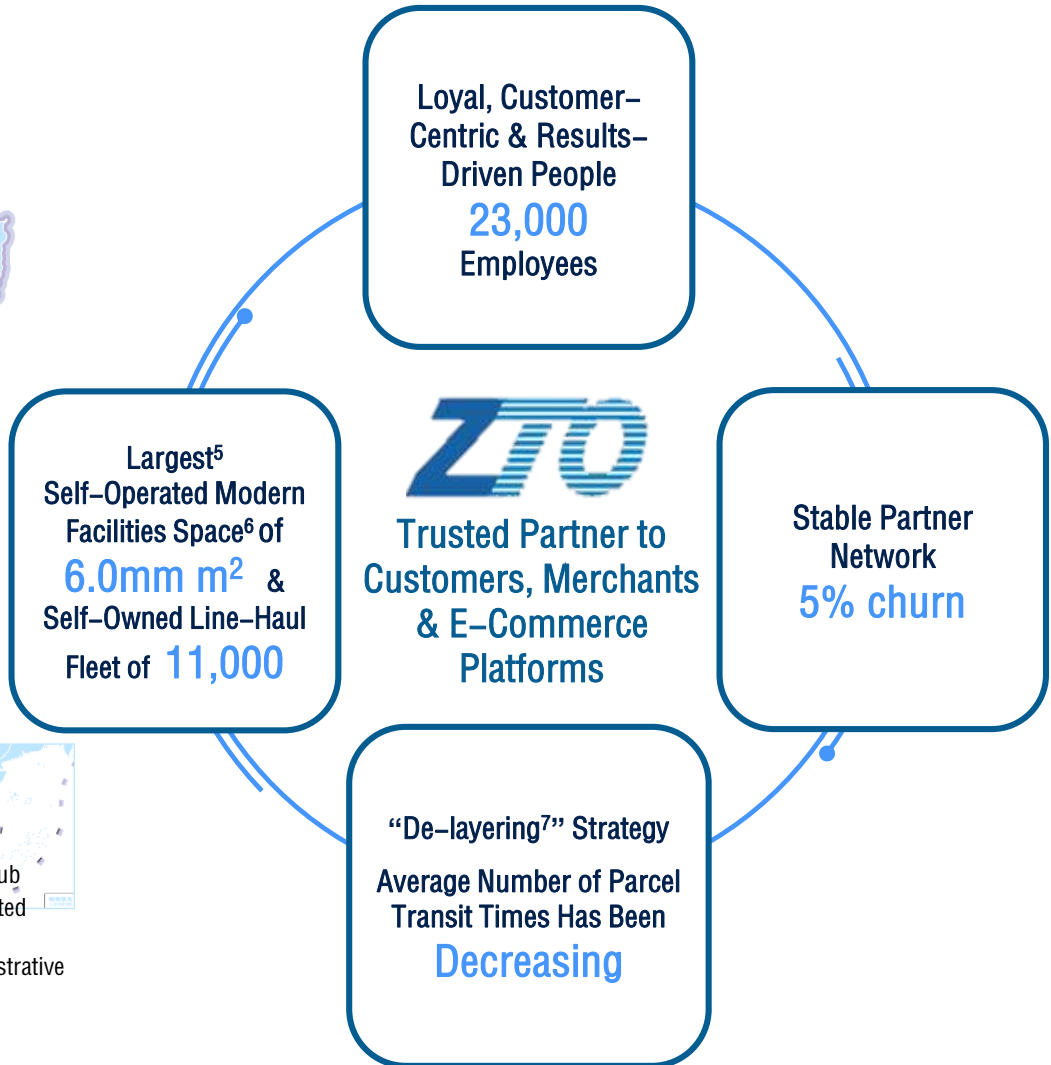
3. Daily volume calculated by 3Q22 parcel volume divided by 92 days

4. 86 self-operated sorting hubs and 11 network partner-operated sorting hubs

5. According to iResearch

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



### 3 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

**80,000+** posts as of 3Q2022

#### Largest Service Provider

among logistic players in China

Covering **All** provinces<sup>1</sup> 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**

Note:  
1. Not including Hong Kong, Macau and Taiwan



# 4 Best-in-Class Operational Capabilities and Cost Efficiencies Enabled 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 Tongdax
- 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

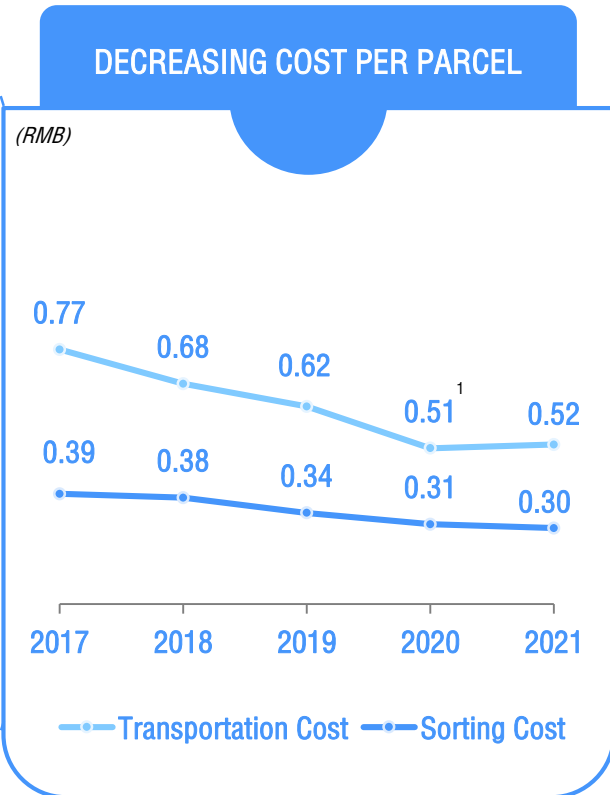
## Sorting Technologies



- 441 automated sorting lines in service as of 3Q22
- 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)



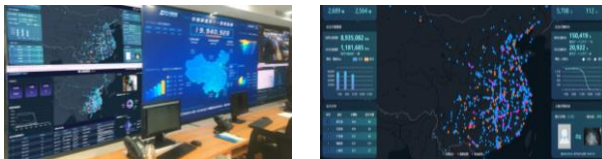
Note:  
1. Transportation cost per parcel in 2020 affected by national toll road fee waiver policy and lower domestic diesel price

# 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
- **267** software copyrights
- **630** trademarks
- **184** patents

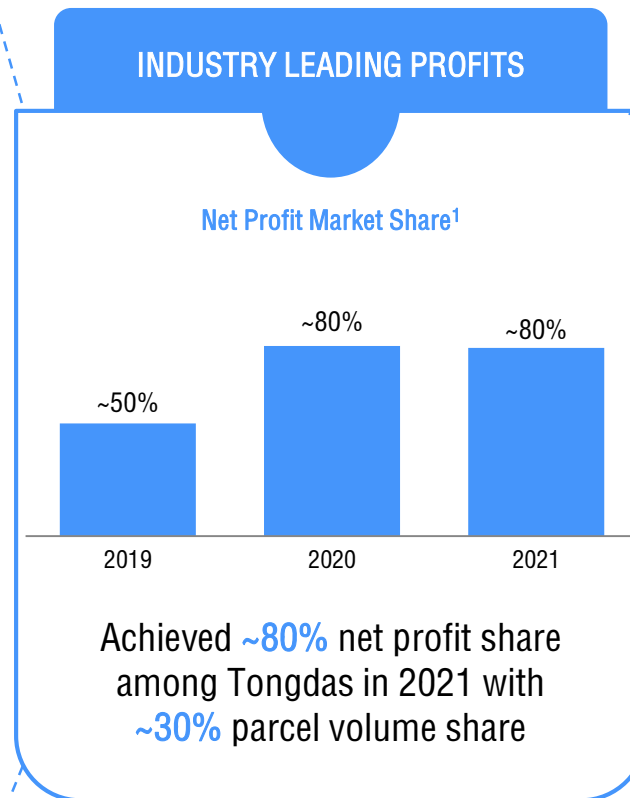
## Continuous Breakthrough in Autonomous Technology

- 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 AI and deep learning
- Achieve optimal performance with data learning
- Optimize routing planning based on data insights



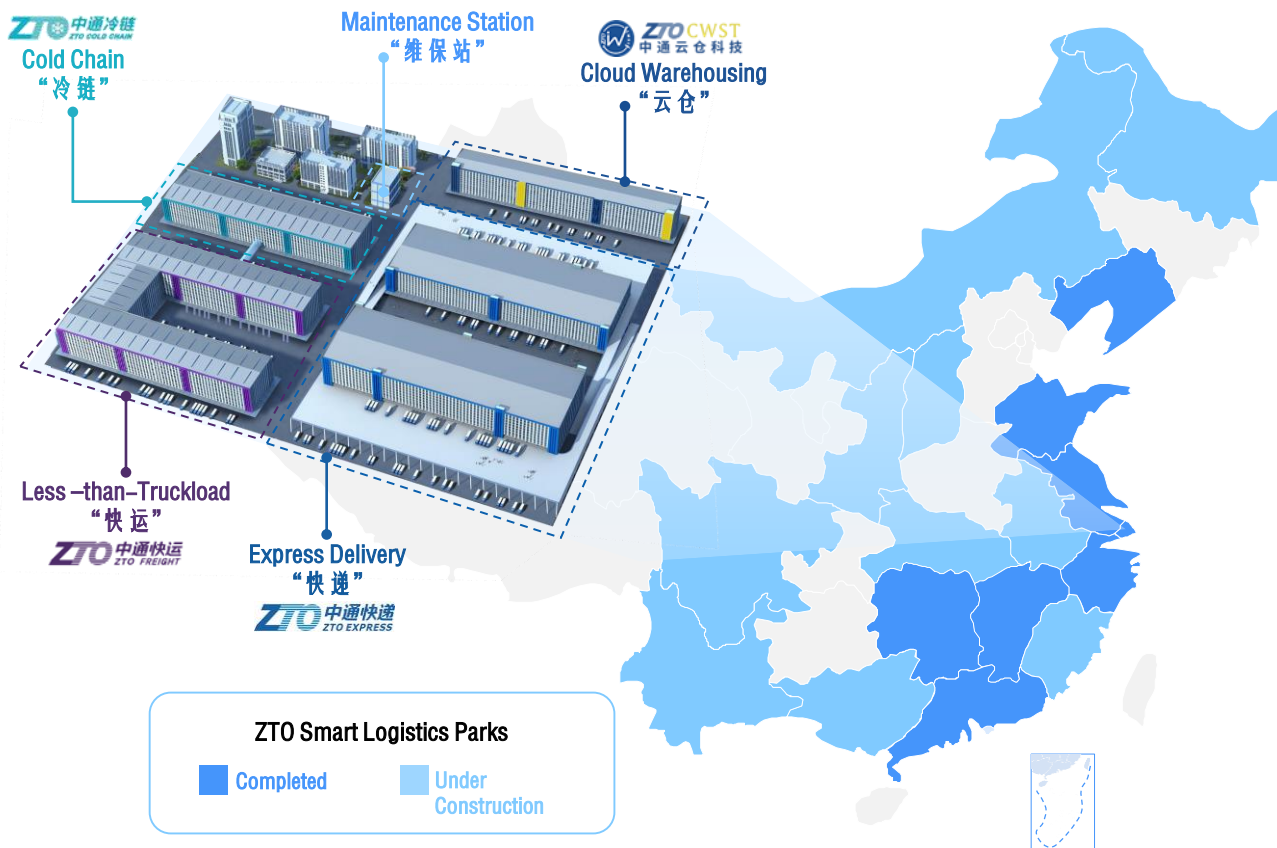
Source: public filings

Notes: Data as of 3Q22 unless otherwise indicated

1. According to public filings. Net profit for ZTO and BEST represent adjusted net income; otherwise, represent net profit after deducting nonrecurring profit or loss attributable to shareholders of the parent company

# 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 e-commerce 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

## 5 Experienced Leadership & Sound Execution

### Stable and Entrepreneurial Management Team with Deep Industry Knowledge & Experience



**Meisong Lai**

#### *Founder, Chairman & Chief Executive Officer*

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



**Jilei Wang**

#### *Director and Vice President of Infrastructure Management*

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



**Hongqun Hu**

#### *Director and Chief Operating Officer*

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



**Huiping Yan**

#### *Chief Financial Officer*

- Over 30 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 20 years of managerial experience in logistics and 8 years of experience in overseas operation
- Former manager of ZTO Network Partner



**Jinxi Zhu**

#### *VP of Information Technology and Digital Operation*

- Over 19 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

# 6 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 Index<sup>1</sup> in 3Q22**



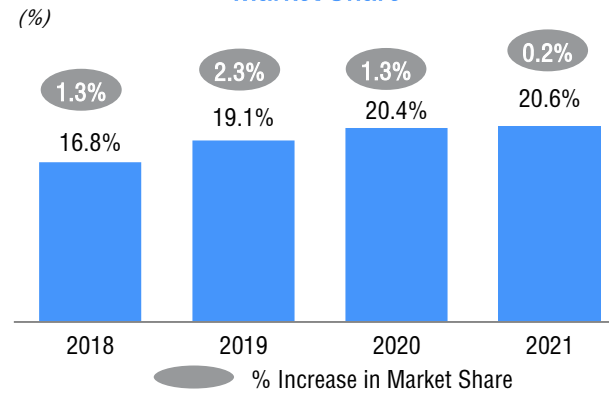
**Leading Position of customer satisfaction (2014-3Q22) amongst Tongdas<sup>2</sup>**



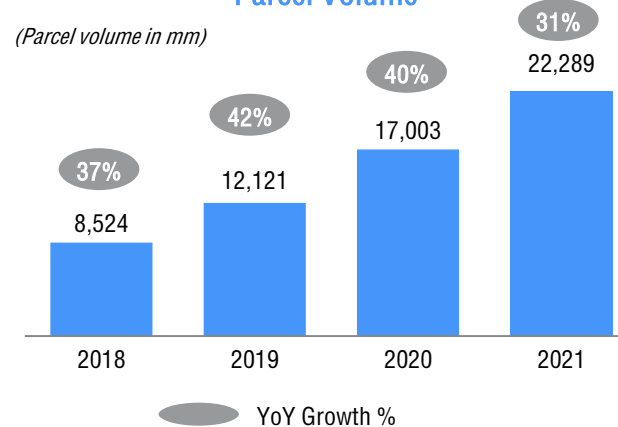
**<1 per million Monthly average effective complaint rate<sup>2</sup> in three consecutive years**

## Expanding Market Share

### Market Share

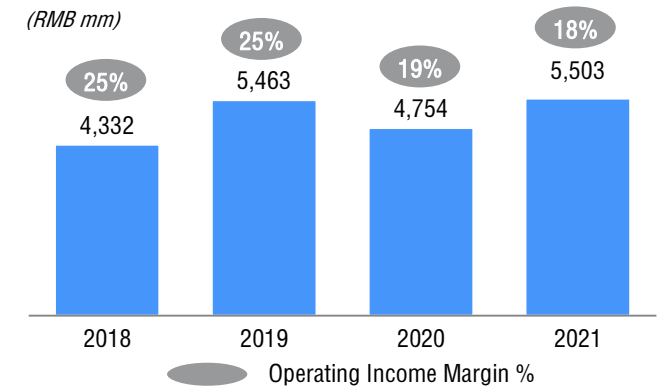


### Parcel Volume

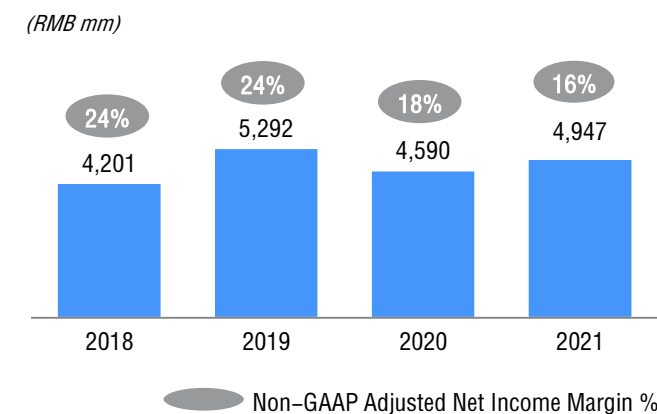


## Sustained Profitability

### Income from Operations



### Non-GAAP Adjusted Net Income<sup>3</sup>



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)

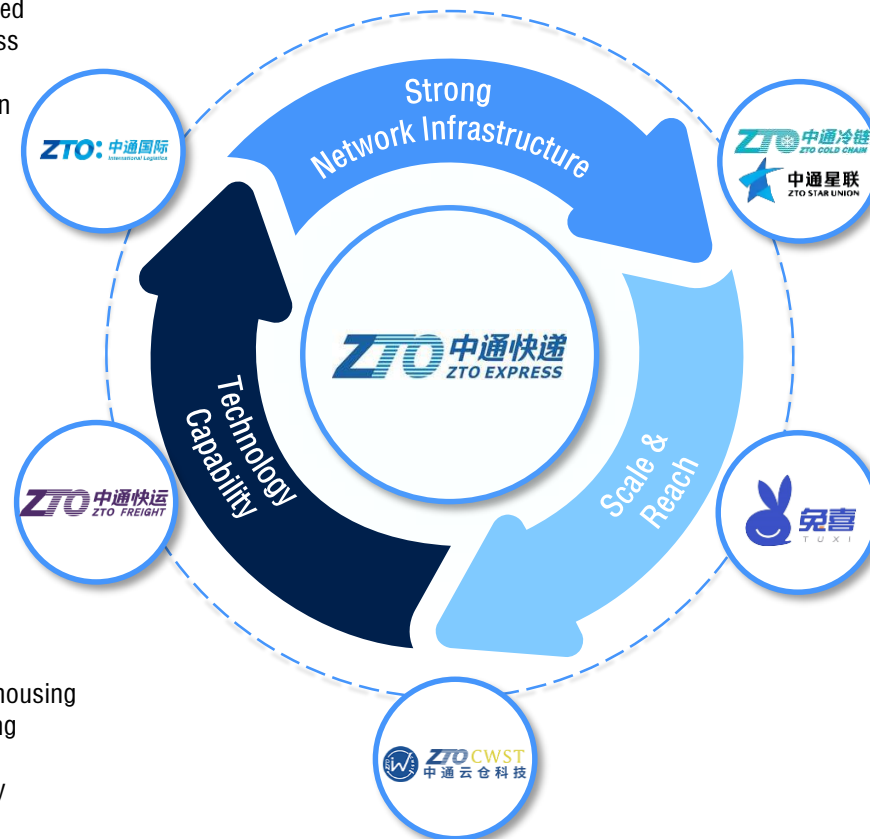
- Diversified products: freight forwarding, dedicated routes, centralized shipping, international express delivery, overseas warehousing, etc.
- International express delivery service coverage in Southeast Asia and Africa
- “Belt and road” initiatives and RCEP

## 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 m<sup>2</sup> 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 36 airline agencies and set up joint ventures

## Last-Mile Posts (Since 2018)

- Over 80k last-mile posts with leading logistic service teams
- Covering all provinces<sup>1</sup> and 300 cities in China
- Standardized last-mile service posts with commercial and community services
- Established strategic foothold for enhanced end-to-end linkage

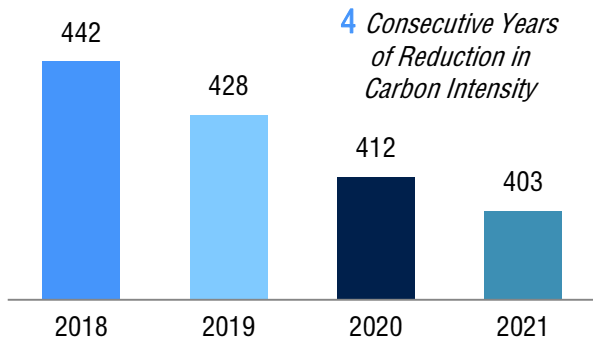


Sources: Yunlian Research, public filings, ZTO official website  
 Note: data quoted are approximate and not precise  
 1. Not including Hong Kong, Macau and Taiwan

# 8 Sustainability Through Continuous ESG Practices

## Carbon Intensity Reduction

Unit: kg CO<sub>2</sub>/per RMB 10,000 revenue



## Recycling and Renewable Energy

18+ million Recyclable Transit Bags Used by 2021

5+ million kWh Electricity Generated by Innovative Use of Buildings in 2021



70mm kWh (2025E) vs 5mm+ kWh (2021)

## Green Transportation and Equipment

9,000+ High-capacity Trailer Trucks by 2021

Each high capacity trailer truck helps reduce:

~55% fuel consumption  
~70% pollutant emissions



385 Sets of Automated Sorting Equipment in Use by 2021

## 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 New Jobs Created	23,865 Employees (HQ and Directly-operated Companies)
100% Labor Contract Signing Rate	1,297 Members in Trade Unions
	1,962 Designated Suppliers

## ESG Committee

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



Note:

1. ESG data as of fiscal year end of 2021; full 2021 ESG report can be downloaded from <https://zto.investorroom.com/ESG>

“

Accelerating the transition towards  
green and low-carbon transportation”





“

Adoption of solar energy in transit centers

”





“ Enhancing life quality and supporting common prosperity ”





**OUR  
STRATEGIES**

**03**

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





“

Promoting rural revitalization  
and serving the rural market

”



**ZTO** 中通快递  
ZTO EXPRESS

**ZTO** 中通快递  
ZTO EXPRESS

**ZTO** 中通快递  
ISUZU

**ZTO** 中通快递  
ZTO EXPRESS

ធ្វើសេវាកម្មរបស់យើងនឹងបង្កើតសុភមង្គលដល់អ្នកប្រើប្រាស់  
Bring Happiness to More People through Our Services

**ZTO** ខេត្តសៀមរាប អ៊ុបស៊ីយូស  
ZTO EXPRESS

☎: 066666088 <http://kh.zto.com>

“

Towards a top-tier global integrated logistics service provider

”



“

Last-mile posts enhancing customer reach and network efficiency

”



# FINANCIAL OVERVIEW

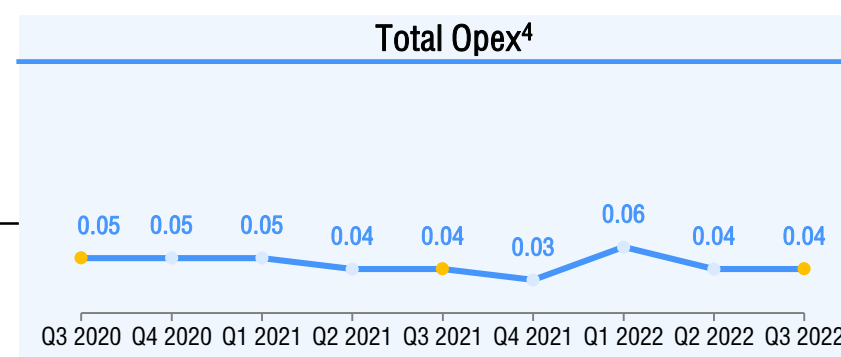
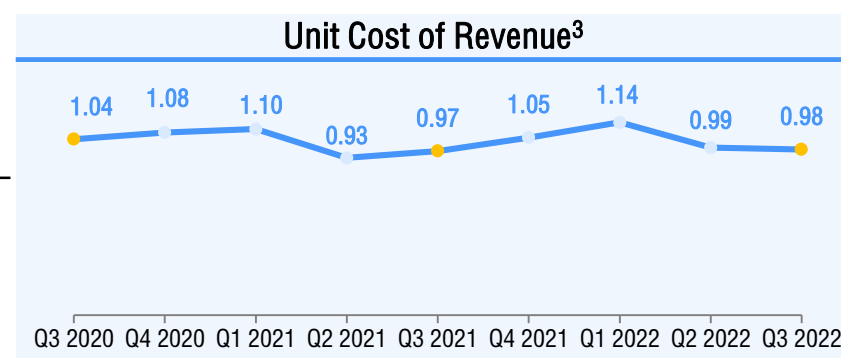
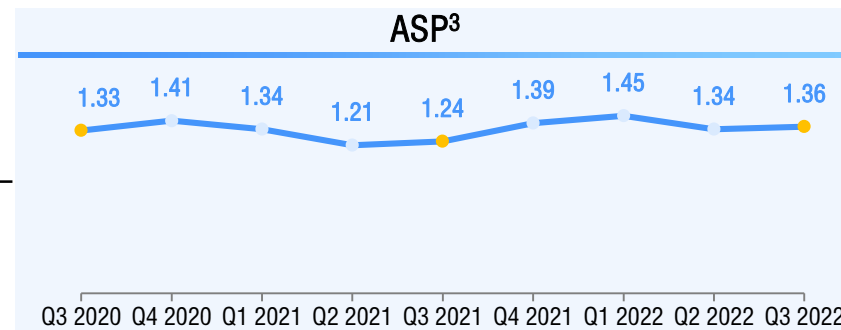
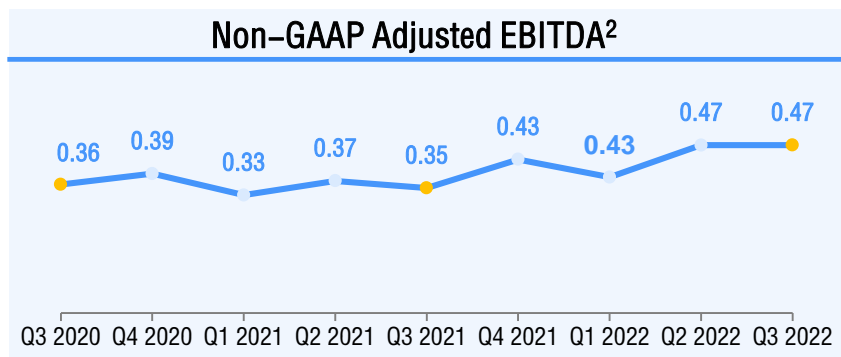
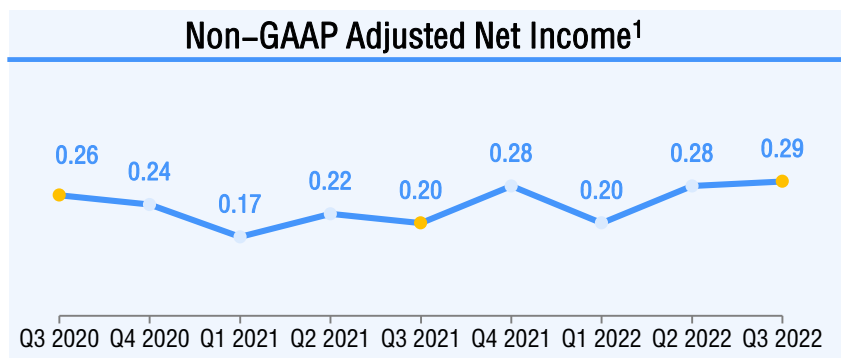
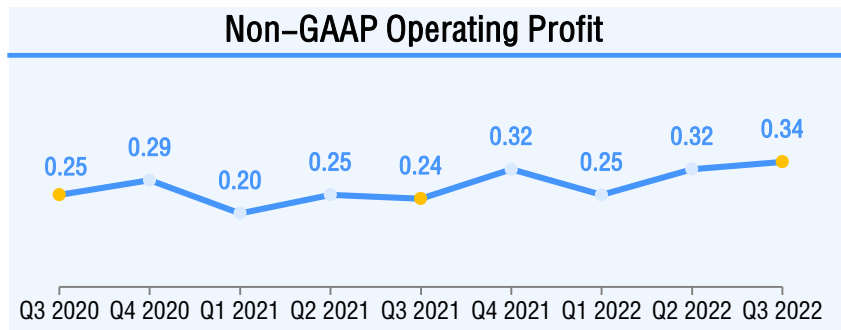
04





# Strong Unit Economics

(RMB/Unit)



=

-

-

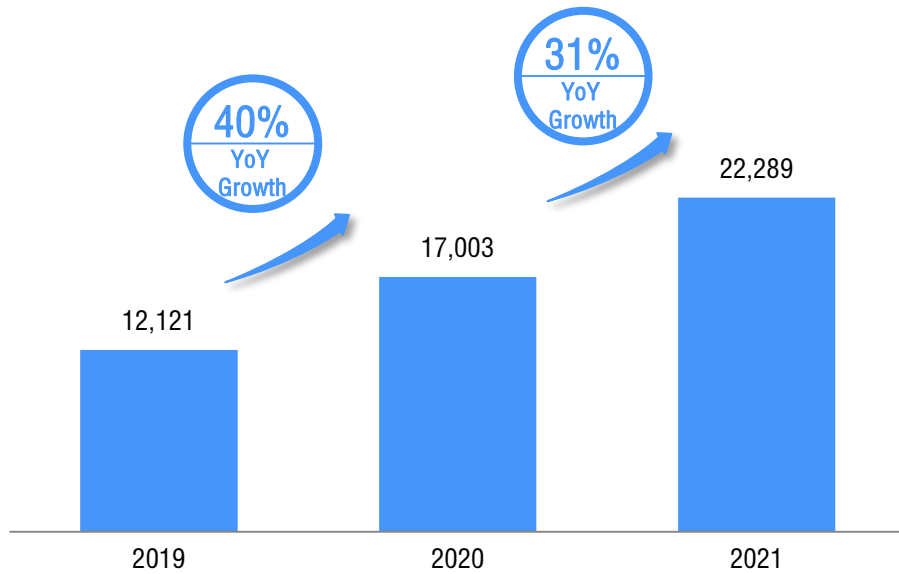
Notes:

- 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
- Adjusted EBITDA is defined as net income before depreciation, amortization, interest expenses and income tax expenses, and further adjusted to exclude (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
- Excluding freight forwarding business
- Including other operating income and excluding SBC

# Robust Parcel Volume and Revenue Growth

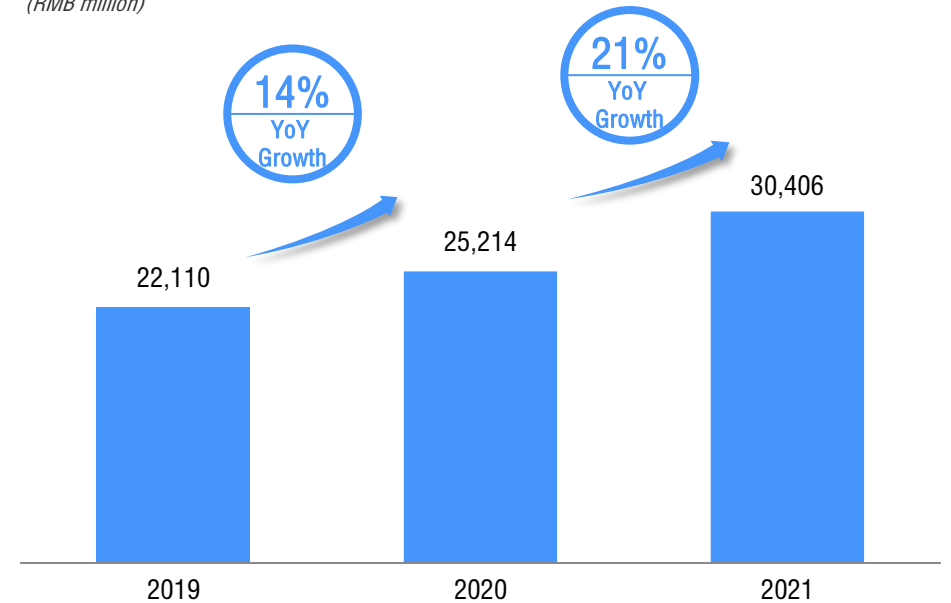
## Parcel Volume

(Parcel volume in millions)



## Total Revenue

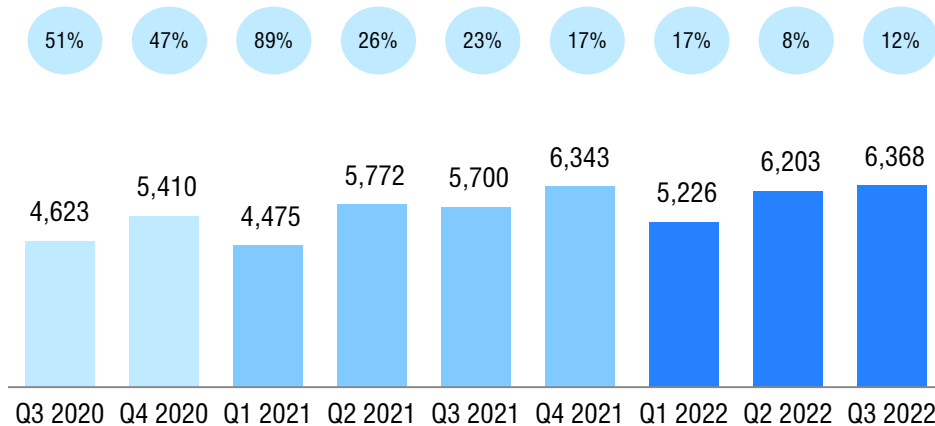
(RMB million)



## Quarterly Parcel Volume

(Parcel volume in millions)

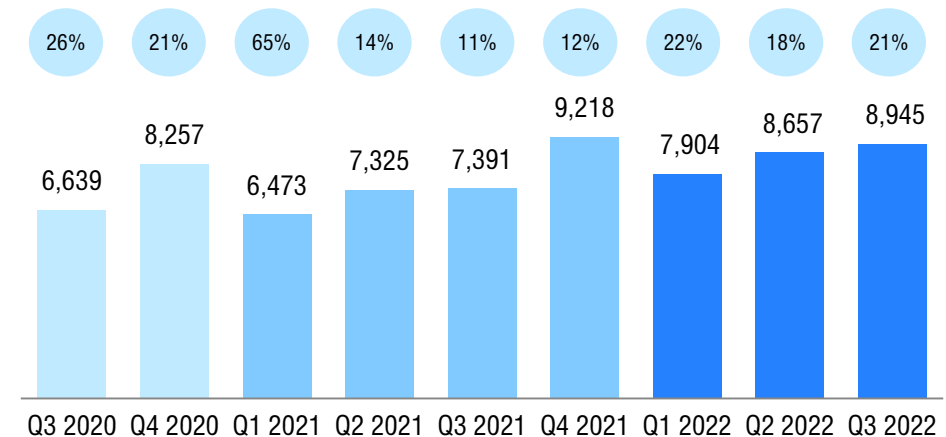
Year-over-Year Growth



## Quarterly Revenue

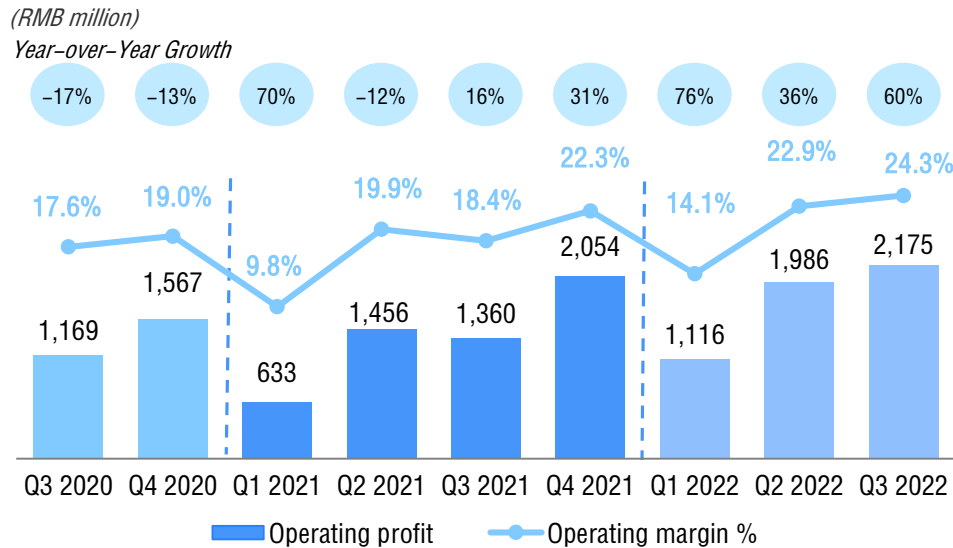
(RMB million)

Year-over-Year Growth

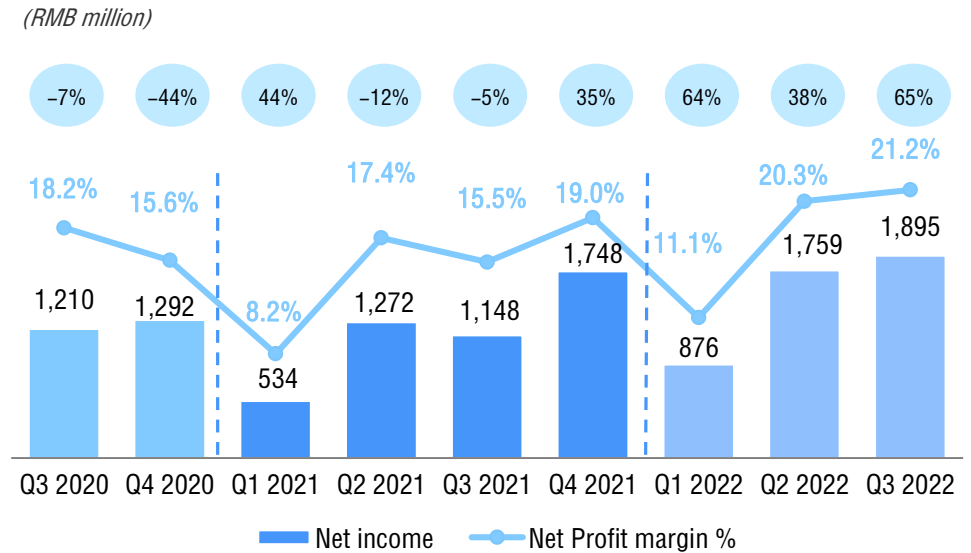


# Strong Profitability and Margins

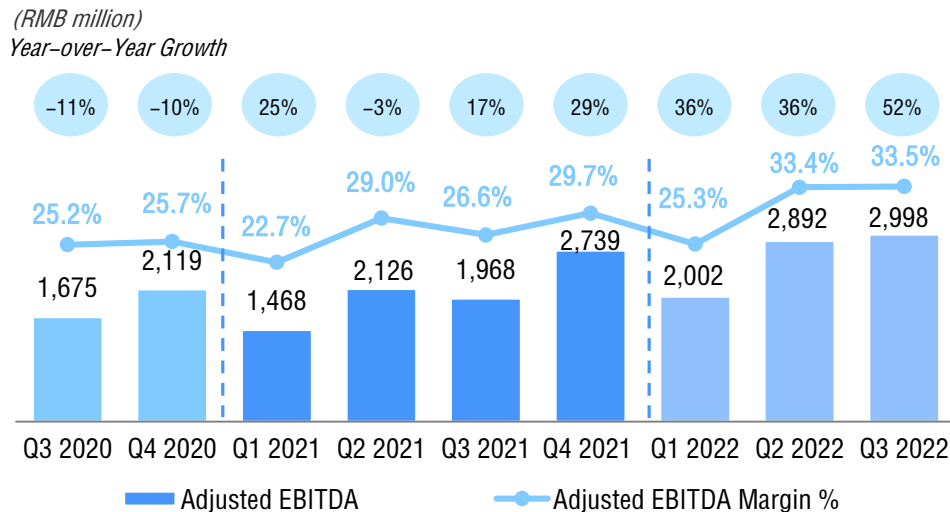
## Income from Operations and Margin



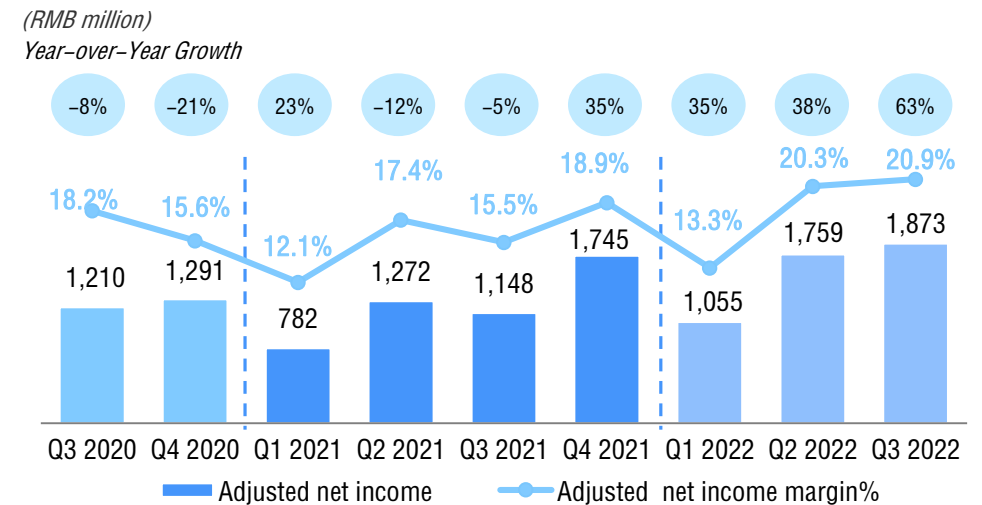
## Net Income and Margin



## Adjusted EBITDA<sup>1</sup> and Margin



## Adjusted Net Income<sup>2</sup> and Margin

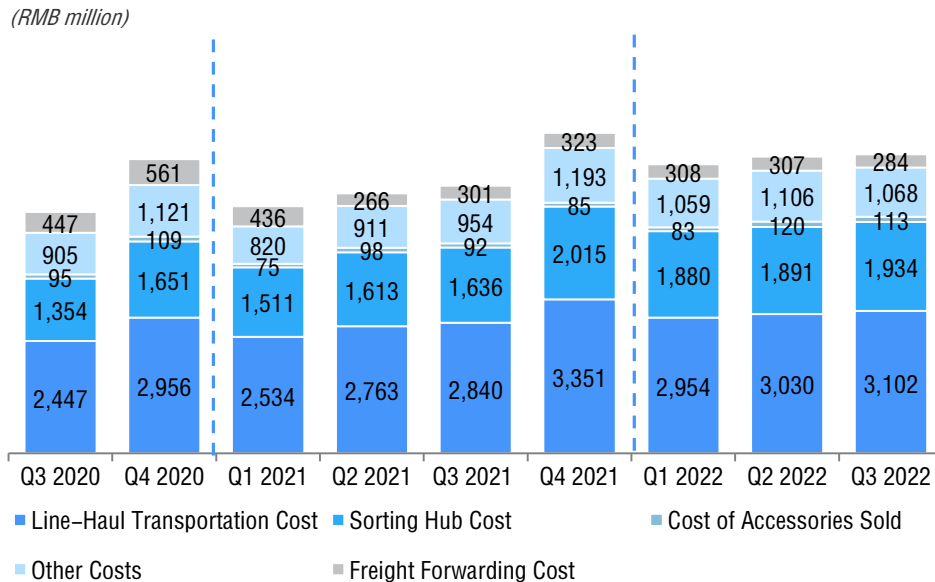


Notes:

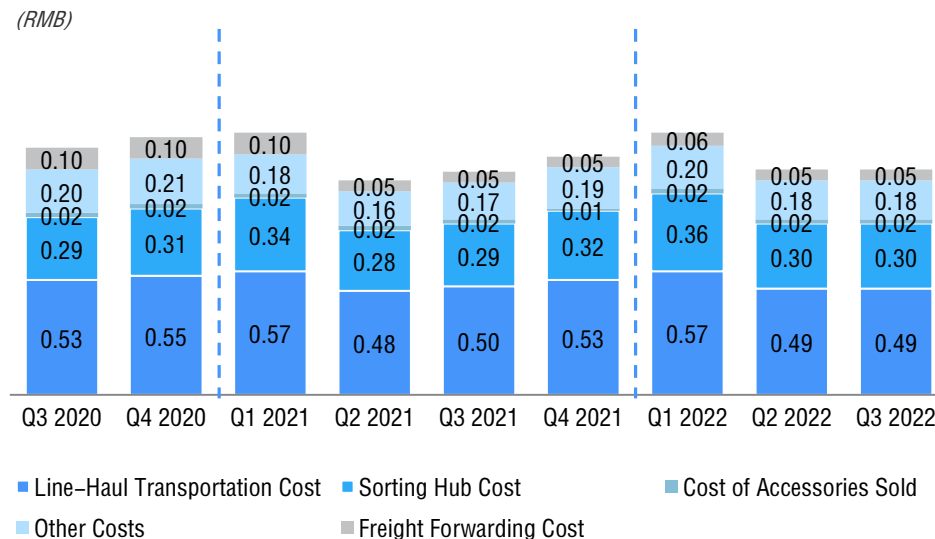
- Adjusted EBITDA is a non-GAAP financial measure, which is defined as net income before depreciation, amortization, interest expenses and income tax expenses, and further adjusted to exclude (i) shared-based compensation expense; (ii) gain on disposal of equity investees, (iii) impairment of equity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

# Continuous Cost Efficiencies and Productivity Gains

## Cost of Revenues – Breakdown



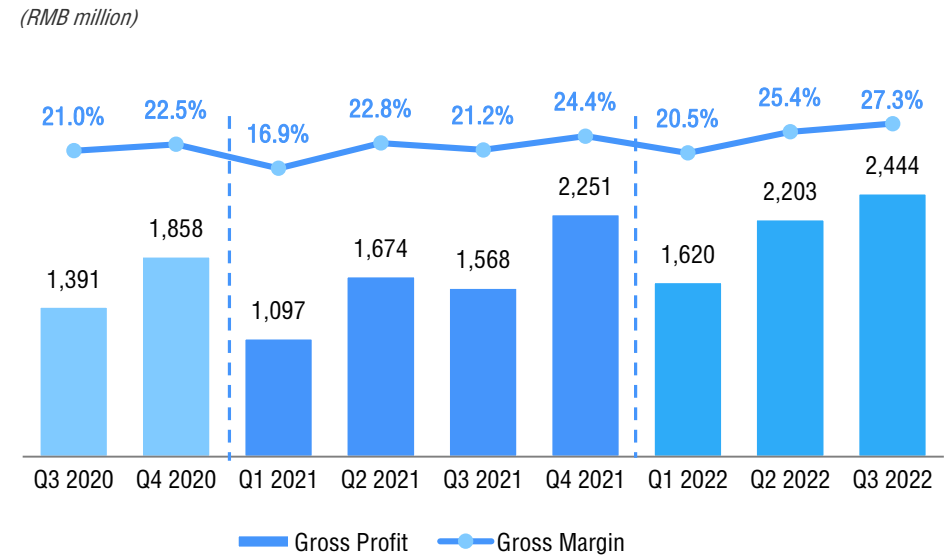
## Cost of Revenues per Parcel<sup>1</sup>



Note:

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

## Gross Profit and Margin



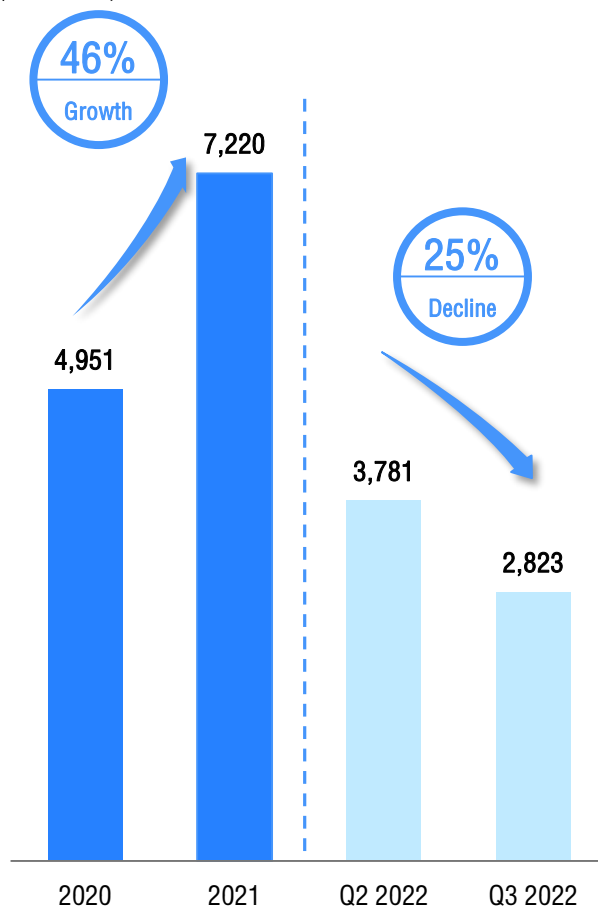
## Key Observations on 3Q 2022 Results

- Line-haul transportation cost**
  - Increased percentage of self-owned vehicles with higher capacity
  - Improved load rate
  - Rising fuel price
- Sorting hub cost**
  - Increased automation-driven headcount productivity
  - Increased depreciation and amortization costs from greater number of automated sorting equipment and facilities installed
  - Increased average labor salary
  - Lower amortization of fixed costs due to Covid resurgence
- Gross profit**
  - Increased gross profit as the net result of (1) business volume growth; (2) ASP increase; (3) cost pressure amid Covid

# Strong Operating Cash Flow Supports Continued Investment in Growth

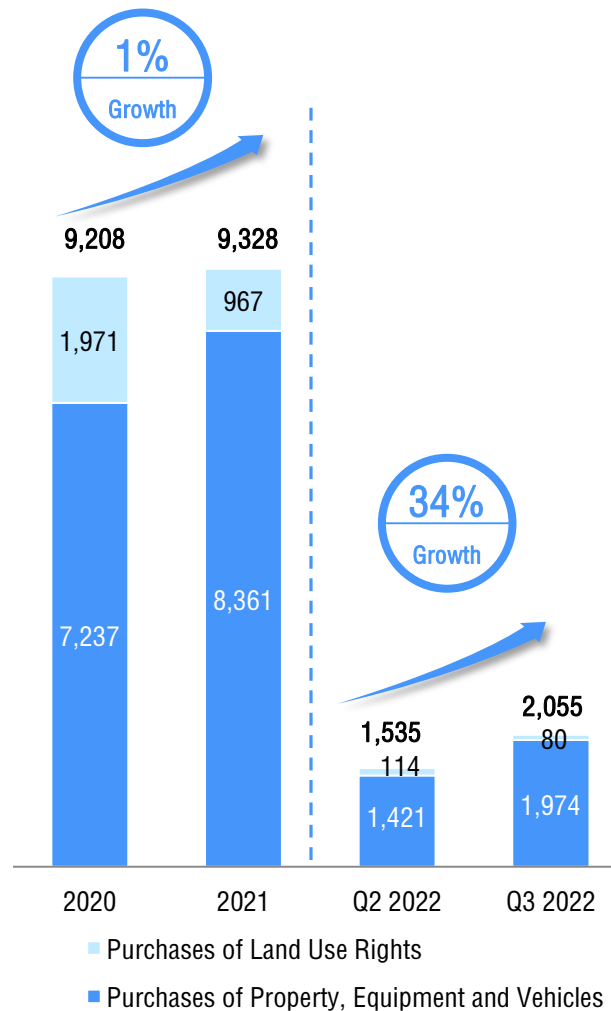
## Operating Cash Flow

(RMB million)



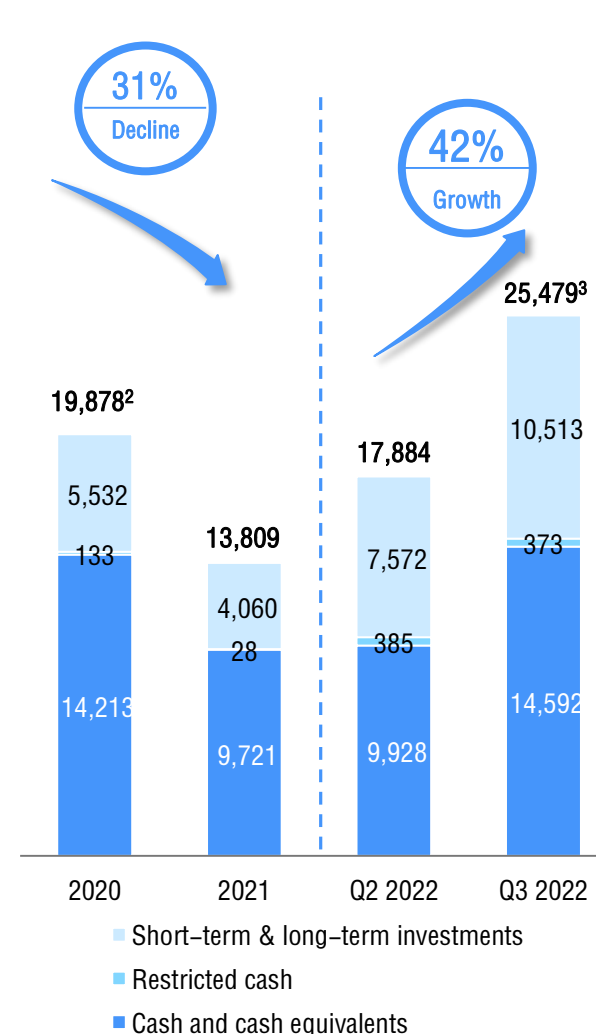
## Capital Expenditure

(RMB million)



## Cash and Cash Equivalent<sup>1</sup>

(RMB million)



Notes:

- Including cash and cash equivalents, restricted cash and short-term & long-term investments
- On September 29, 2020, ZTO completed secondary listing in Hong Kong, with HK \$9.71 billion in net proceeds (equivalent to RMB 8.53 billion, including over allotment, excluding underwriting fees and other listing expenses)
- 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

	Sep 30, 2019	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
<b>Adjusted EBITDA</b>	RMB'000	RMB'000	RMB'000	RMB'000	RMB'000	RMB'000	RMB'000	RMB'000	RMB'000	RMB'000	RMB'000	RMB'000	RMB'000
<b>Net Income</b>	1,307,681	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	<b>1,895,453</b>
Add: Depreciation	288,818	366,459	392,580	408,426	453,818	503,814	495,708	530,874	508,464	567,265	601,643	640,577	<b>633,279</b>
Add: Amortization	13,882	14,606	15,648	17,602	25,390	23,184	25,651	33,928	29,525	30,353	31,054	31,392	<b>32,002</b>
Add: Interest Expenses	-	-	291	9,134	13,707	12,174	15,582	33,798	52,271	24,852	59,635	23,102	<b>31,638</b>
Add: Income Tax Expenses	266,297	331,337	129,772	298,302	(27,845)	289,605	149,638	254,859	229,525	371,429	255,219	438,205	<b>439,388</b>
<b>EBITDA</b>	<b>1,876,678</b>	<b>3,029,246</b>	<b>909,264</b>	<b>2,187,036</b>	<b>1,675,360</b>	<b>2,120,390</b>	<b>1,220,105</b>	<b>2,125,684</b>	<b>1,967,675</b>	<b>2,741,585</b>	<b>1,823,075</b>	<b>2,891,978</b>	<b>3,031,760</b>
Add: Share-based Compensation Expense	10,800	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	-	-	<b>-34,187</b>
Unrealized gain from investment in equity investee	-	754,468	-	-	-	-	-	-	-	-	-	-	-
<b>Adjusted EBITDA</b>	<b>1,887,478</b>	<b>2,343,934</b>	<b>1,173,418</b>	<b>2,187,036</b>	<b>1,675,360</b>	<b>2,119,304</b>	<b>1,468,132</b>	<b>2,125,684</b>	<b>1,967,675</b>	<b>2,739,228</b>	<b>2,002,055</b>	<b>2,891,978</b>	<b>2,997,573</b>
<b>Adjusted EBITDA margin</b>	<b>35.84%</b>	<b>34.24%</b>	<b>30.00%</b>	<b>34.16%</b>	<b>25.24%</b>	<b>25.67%</b>	<b>22.68%</b>	<b>29.02%</b>	<b>26.62%</b>	<b>29.72%</b>	<b>25.33%</b>	<b>33.41%</b>	<b>33.51%</b>
<b>Adjusted Net Income</b>	RMB'000	RMB'000	RMB'000	RMB'000	RMB'000	RMB'000	RMB'000	RMB'000	RMB'000	RMB'000	RMB'000	RMB'000	RMB'000
<b>Net Income</b>	1,307,681	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	<b>1,895,453</b>
Add: Share-based Compensation Expense	10,800	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	-	-	<b>-34,187</b>
Unrealized gain from investment in equity investee	-	754,468	-	-	-	-	-	-	-	-	-	-	-
<b>Adjusted Net Income</b>	<b>1,318,481</b>	<b>1,631,532</b>	<b>635,127</b>	<b>1,453,572</b>	<b>1,210,290</b>	<b>1,290,527</b>	<b>781,553</b>	<b>1,272,225</b>	<b>1,147,890</b>	<b>1,745,329</b>	<b>1,054,504</b>	<b>1,758,702</b>	<b>1,872,589</b>
<b>Adjusted Net Income Margin</b>	<b>25.04%</b>	<b>23.83%</b>	<b>16.22%</b>	<b>22.70%</b>	<b>18.23%</b>	<b>15.63%</b>	<b>12.07%</b>	<b>17.37%</b>	<b>15.53%</b>	<b>18.93%</b>	<b>13.34%</b>	<b>20.3%</b>	<b>20.9%</b>

Note: Numbers may not add up due to rounding

# THANK YOU

幸福都是奋斗出来的!

4.5m

 中通快递  
ZTO EXPRESS