

# 2024 BUSINESS PROFILE

INVESTOR RELATIONS  
MARCH 2024







**GDP+ GROWTH**  
driven by best industry portfolio

  
**#1 Global TDI Express**

  
**#2 Air Freight**

  
**#2 Ocean Freight**

  
**#1 Contract Logistics**

  
**#1 Parcel Germany**

  
**#2 World's Best Workplaces**  
  
**#1 Top Employer Europe**

**2023 confirms strong financial performance through the cycle**

**Strong cash flow and balance sheet**




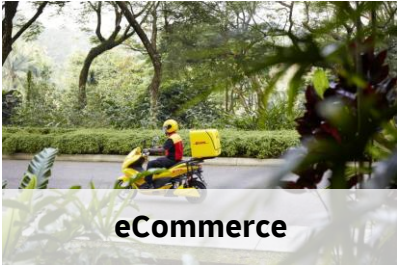

<b>&gt;€3bn</b> 2023 FCF (excl. Net M&A)	<b>BBB+</b> Fitch	<b>A2</b> Moody's
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**Attractive shareholder returns**

<b>~4%</b> dividend yield*	<b>€4bn</b> 2022-25 share buy-back program
<b>Strong commitment to dividend continuity</b>	<b>€2.4bn executed</b> €1bn top-up to €4bn until end 2025 in March 2024

\*based on closing share price on March 5<sup>th</sup> 2024

# DHL Group at a glance (FY 2023)

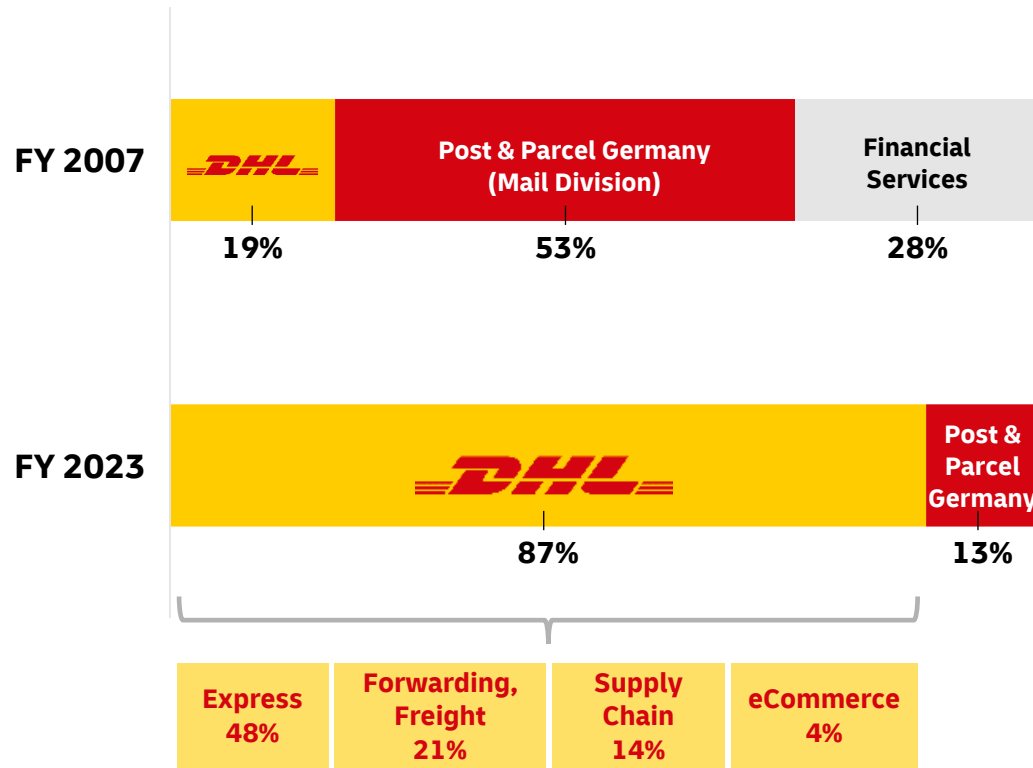
GROUP	 Express	 Global Forwarding, Freight	 Supply Chain	 eCommerce	 Post & Parcel Germany
Revenue					
€81,758m	€24,846m	€19,305m	€16,958m	€6,315m	€16,892m
EBIT					
€6,345m	€3,229m	€1,423m	€961m	€292m	€870m
EBIT Margin					
7.8%	13.0%	7.4%	5.7%	4.6%	5.2%
FTE*					
547,692	111,401	46,330	182,446	34,236	159,247

\*average for the year

# GDP+ growth profile supported by structural long-term trends

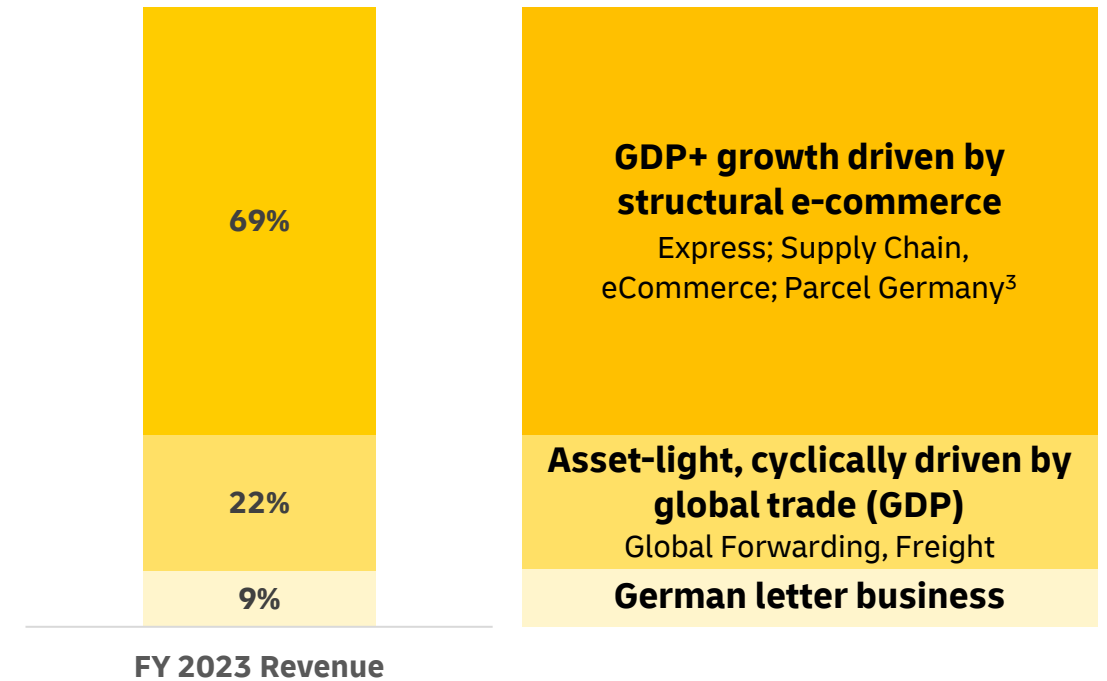
Transformation from German postal operator to global logistics market leader

Share of sum of divisional EBIT<sup>1</sup>



Globally diversified portfolio with GDP+ growth exposure

Share of sum of divisional revenue<sup>2</sup>



<sup>1</sup>Both years excl. Corp Center (2007) / Group Functions (2023) / Consolidation. <sup>2</sup>Excl. P&P Others, Group Functions / Consolidation. <sup>3</sup>Incl. International





## **DHL GROUP (FY 2023)**

**Group revenue: €81,758m**  
**Employees: 594,396**

### **AMERICAS**

**External Revenue: €17,815m**  
**Employees: 126,394**

### **EUROPE**

**External Revenue: €45,354m**  
**Employees: 358,602**

### **MIDDLE EAST & AFRICA**

**External Revenue: €3,702m**  
**Employees: 21,066**

### **ASIA PACIFIC**

**External Revenue: €14,887m**  
**Employees: 88,334**

Number of employees at year-end

# DHL Group Board of Management



## **Dr. Tobias Meyer**

**Chairman of the Board (CEO), Global Business Services**

Member since April 2019 | CEO from May 2023  
Appointed until March 2027



## **Melanie Kreis**

**Finance**

Member since Oct. 2014  
Appointed until May 2027



## **Dr. Thomas Ogilvie**

**HR**

Member since Sep. 2017  
Appointed until Aug. 2025

## CORPORATE DIVISIONS

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## **John Pearson**

**Express**

Member since Jan. 2019  
Appointed until Dec. 2026



## **Tim Scharwath**

**Global Forwarding, Freight**

Member since June 2017  
Appointed until May 2025



## **Oscar de Bok**

**Supply Chain**

Member since Oct. 2019  
Appointed until Sep. 2027



## **Pablo Ciano**

**eCommerce**

Member since Aug. 2022  
Appointed until July 2025



## **Nikola Hagleitner**

**Post & Parcel Germany**

Member since July 2022  
Appointed until June 2025

# DHL Group ESG Roadmap

**CONNECTING  
PEOPLE.  
IMPROVING  
LIVES.**

## Clean operations for climate protection

Reduce emissions to

**<29m**

metric tons CO<sub>2</sub>e by 2030 (SBTi)  
No offsetting included

## Net Zero

GHG Emissions by 2050

**>30%**

share of  
sustainable fuels  
by 2030

**60%**

e-vehicles used in  
pick-ups and  
deliveries by 2030

All new owned buildings to be **climate  
neutral**

## Great company to work for all

**>80%**

Group-wide Employee Engagement  
(aggregated & weighted result of 5  
statements in Employee Opinion Survey)

Increase share of women in middle and  
upper management to

**>30%**

by 2025

Reduce LTIFR\* to

**<3.1**

by 2025

\*LTIFR: Lost Time Injury Frequency Rate

## Highly trusted company

**30%**

ESG-related targets in bonus calculation  
for the Board of Management as of 2022

**98%**

share of valid compliance training  
certificates in middle and upper  
management (FY 2024 target)

**≥ 690** out of achievable 820 points

Cyber security rating (FY 2024 target);  
equals top quartile in our reference  
group

# DHL Group ESG measures

## Decarbonization measures

Measures	2023 Results	2030 Targets
Realized Decarbonization Effects	1,334 metric kilotons CO <sub>2</sub> e (2024 Target: 1.5m metric tons CO <sub>2</sub> e)	Reduce GHG emissions to <29m metric tons CO <sub>2</sub> e
Use sustainable fuels in air, ocean and road freight	Share of sustainable fuels amounts to 2.8 %	>30% share of sustainable fuels in air, ocean and road freight
Increase electrification of the fleets in pick-up & delivery	~ 35,200 e-vehicles used in pick-ups and deliveries (37.6%)	60 % e-vehicles used in pick-ups and deliveries
Climate-neutral building design		All our own new buildings are climate neutral

## Employee matters

Measure	2023 Results	2024 Targets	2025 Targets
Employee Engagement	83%	>80%	Maintain employee engagement at a high level
Share of women in middle and upper-management	27.2%	28.8%	at least 30%
Lost Time Injury Frequency Rate per 200,000 working hours (incl. temporary workers as of 2023)	3.1	3.3	<3.1

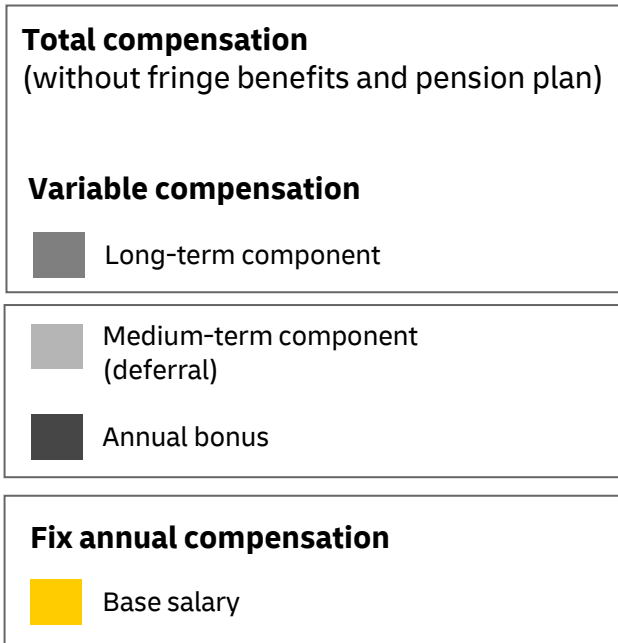
## Corporate governance

Measure	2023 Results	2024 Targets
Participation of executives in middle- and upper-level management in compliance training	98.6%	98% share of valid training certificates in middle and upper management
Cybersecurity rating	750 points out of achievable 820 points	≥ 690 points* of achievable 820 points

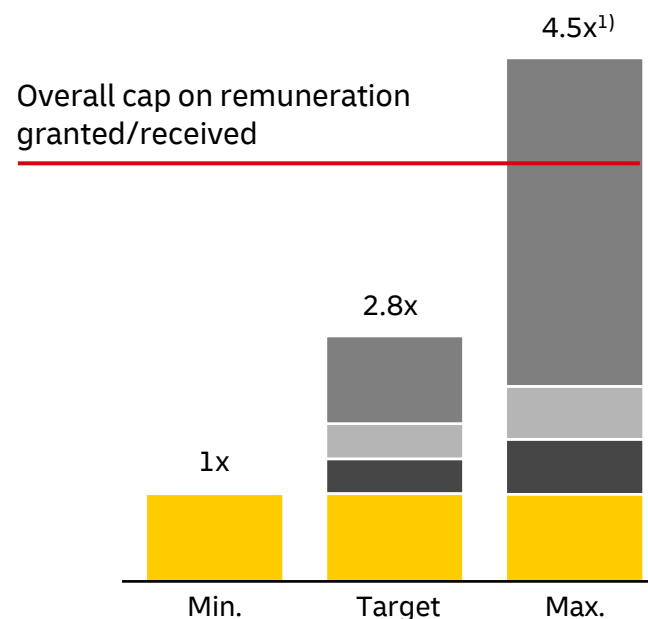


# Board Remuneration

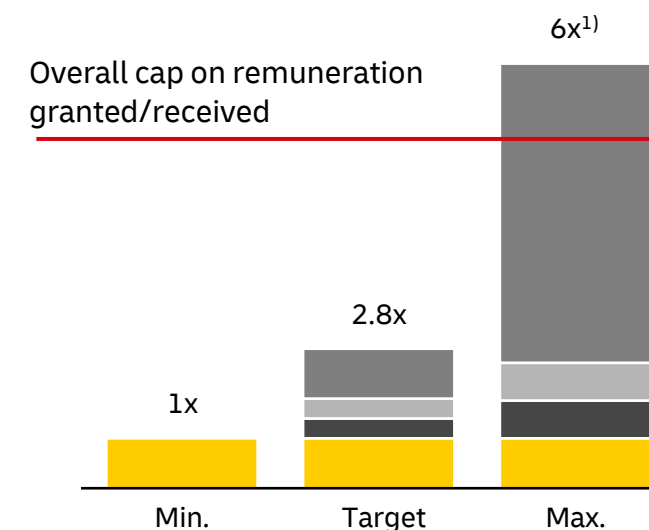
→ 2023 Remuneration Report



## Chairman of the Board



## Other Board members



### Total remuneration caps on the maximum annual payout:

- 2023: Remuneration granted in financial year capped to €8.15m for CEO, €5.15m for other Board members (incl. fringe benefits)
- Since 2022: Additional cap on remuneration received in a single financial year (payment cap) in the amount of €8.15m for CEO, €5.15m for other Board member

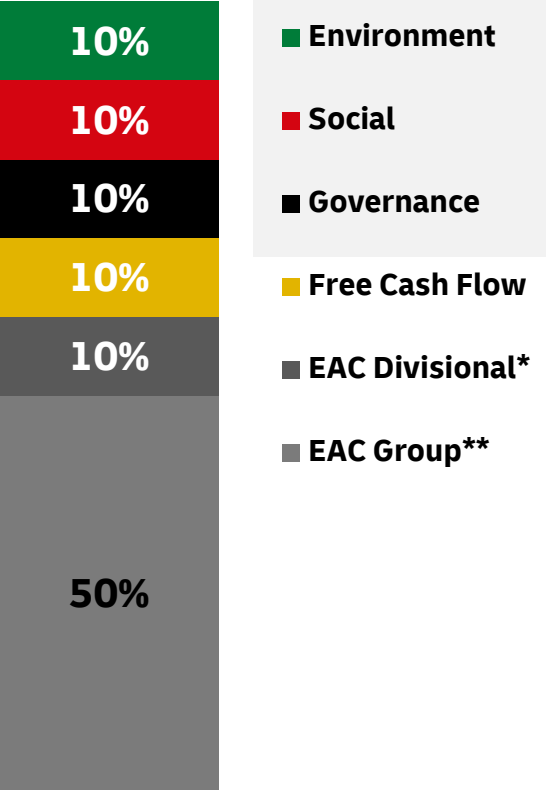
### Details payment cap 2023:

- Long-term incentive plan 2017/18/19 tranches (the payment dates depend on the date of exercise within the two-year exercise period), deferral from 2021 annual bonus, proportion of 2023 annual bonus for immediate payout, fringe benefits 2023, base salary 2023, pension expense 2023

1) From 2022, annual bonus including medium-term component can be decreased or increased by up to 20% (bonus/malus option) in extraordinary circumstances. Maximum remuneration in case of increase is 4.7 (CEO)/ 6.2 (other Board members)

# ESG targets integrated in management remuneration

## Criteria for Annual Variable Pay for Board of Management



### E: CO<sub>2</sub>e emissions

Realized Decarbonization Effects

### S: Employee engagement

Group employee engagement

### G: Cyber security

Cybersecurity rating

## Payment schedule

For medium-term component (deferral) and annual bonus

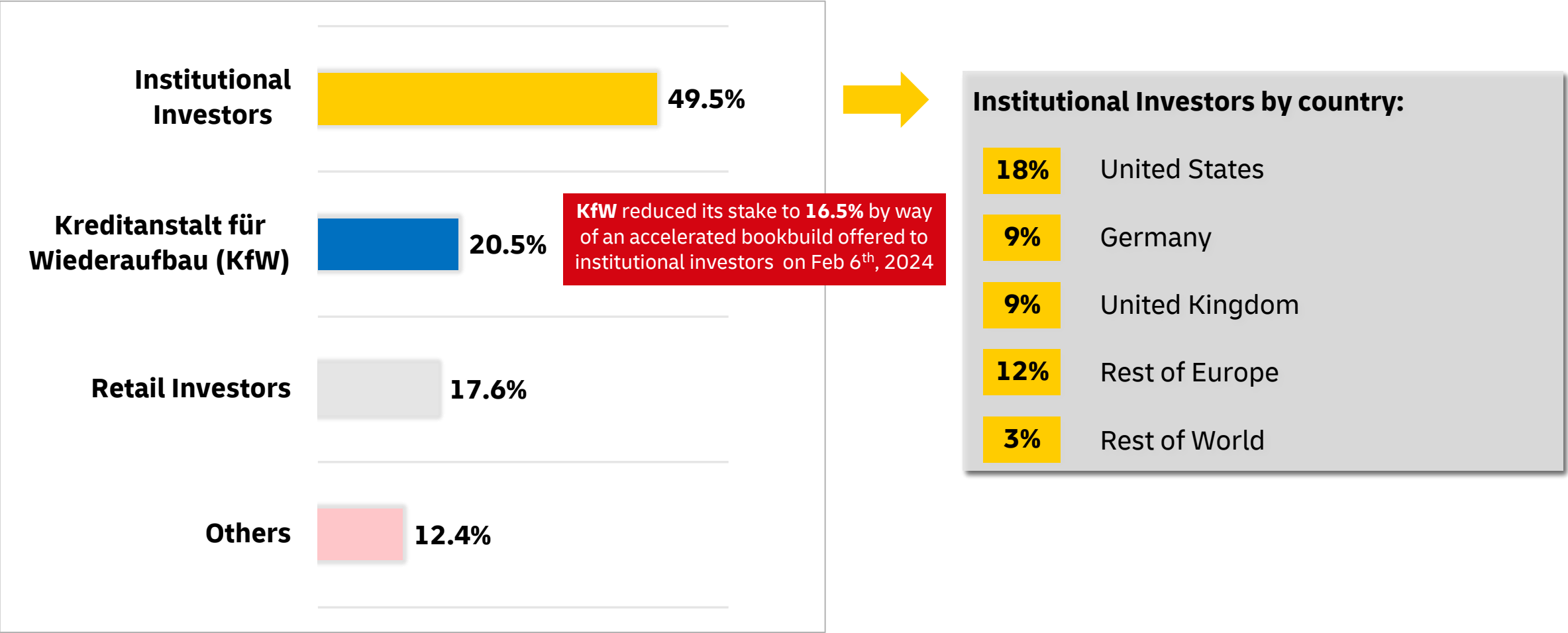
- 50% paid after financial year if bonus criteria achieved
- 50% payout of achieved bonus deferred by additional 2 years\*

\*Medium-term component will only be paid out if EAC target is reached during the sustainability phase, i. e. at least the cost of capital was covered

\*Group EAC is weighted at 50% for Board of Management members responsible for the divisions and the EAC of the respective division for which they are responsible at 10%. For the other members of the Board of Management, Group EAC is weighted at 60%



# DHL Group: Shareholders' structure



As of Dec 31<sup>st</sup> 2023

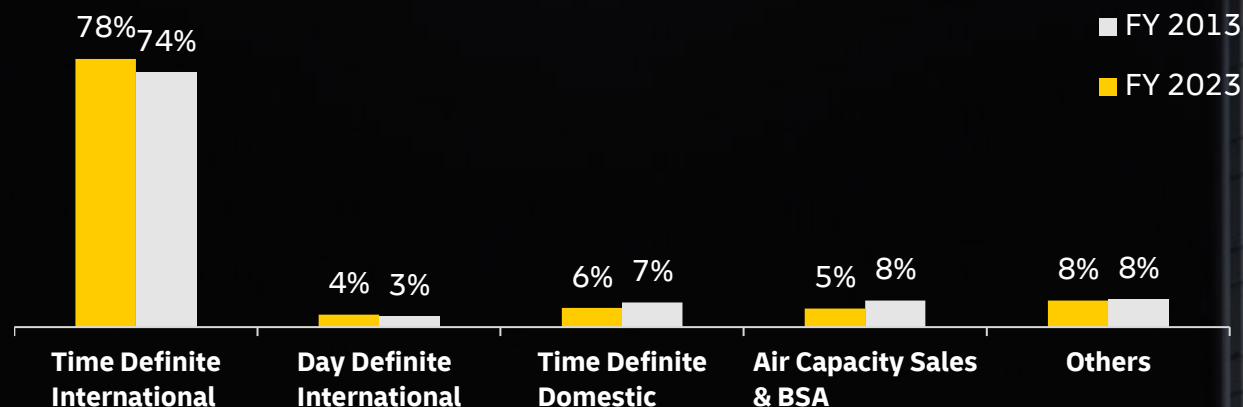
# EXPRESS

Global market leader in Time Definite International (TDI)

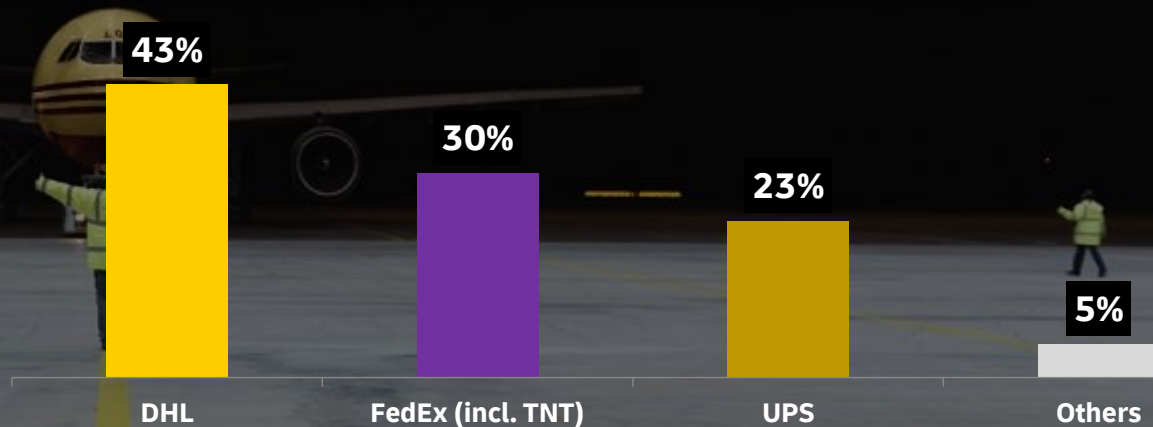
## Investment Summary:

- Voted among the top 3 World's Best Workplace for the 4th year running
- Premium logistics segment offers above-GDP growth driven by global trade (B2B) as well as international e-commerce (B2C+B2B)
- Leading integrated global network with long standing local presence in 220+ countries & territories
- Proven ability to flex network to adapt to changing market circumstances

## Revenue Mix



## Global TDI revenue market share (2021) (€42.3bn)



Source: Market Intelligence 2021



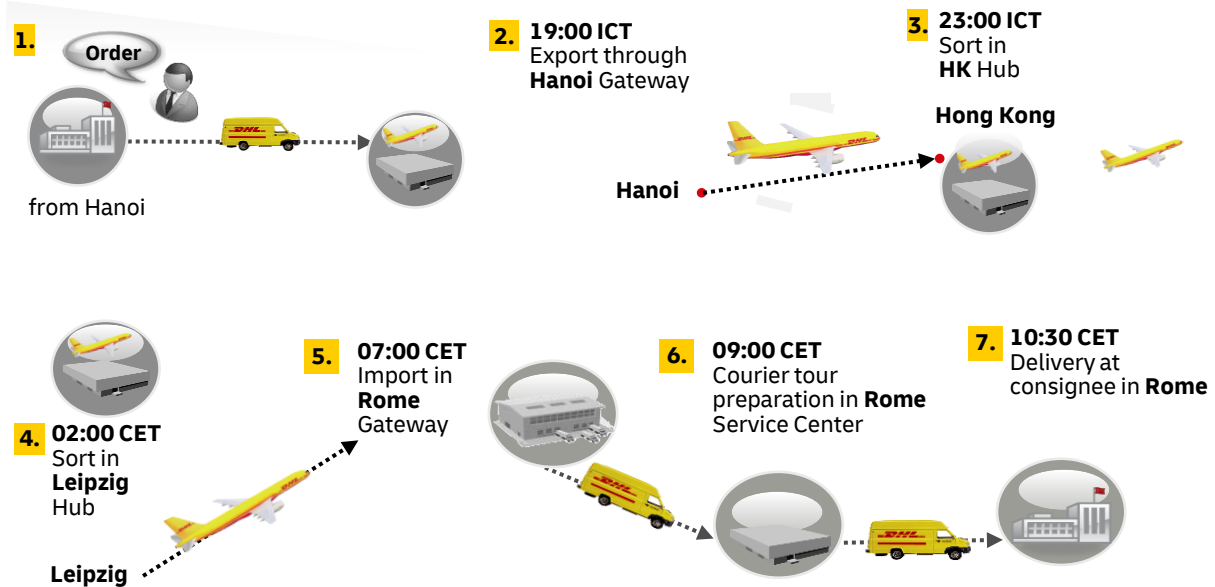
## EXPRESS: CORE PRODUCTS

**Time Definite International (TDI)** The premium segment within the express industry

Time Definite = dedicated delivery at a scheduled time of day

International = cross-border shipment (intra- or between continents)

### TDI shipment example: Hanoi, Vietnam to Rome, Italy



### Time Definite Domestic (TDD)

Domestic door-to-door delivery by a specific time, or by the end of the next possible business day

### Day Definite International (DDI) and Day Definite Domestic (DDD)

Door-to-door delivery within a certain number of business days for less urgent and heavier shipments

#### Core

Express TDI core product – capacity based upon average utilisation, adjusted on a daily basis



#### BSA

Block Space Agreement – guaranteed air cargo product

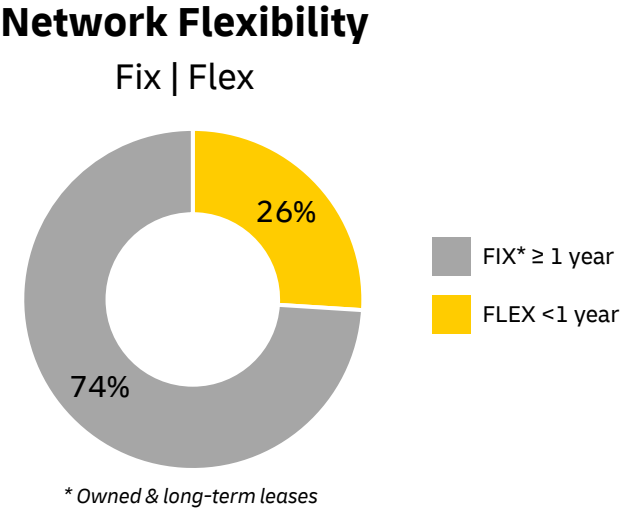
#### ACS

Air Capacity Sales, average total spare capacity that is not slated to be utilised for BSA or TDI core volumes

**Express:**  
**To serve our global network, we run more than just an airline**

**Dedicated Air (year-end 2023)**

**>295** aircraft  
**>70** Intercontinental →  
**>225** Regional →  
**17** partner airlines



**Purchased Air**

**>200** commercial air carriers

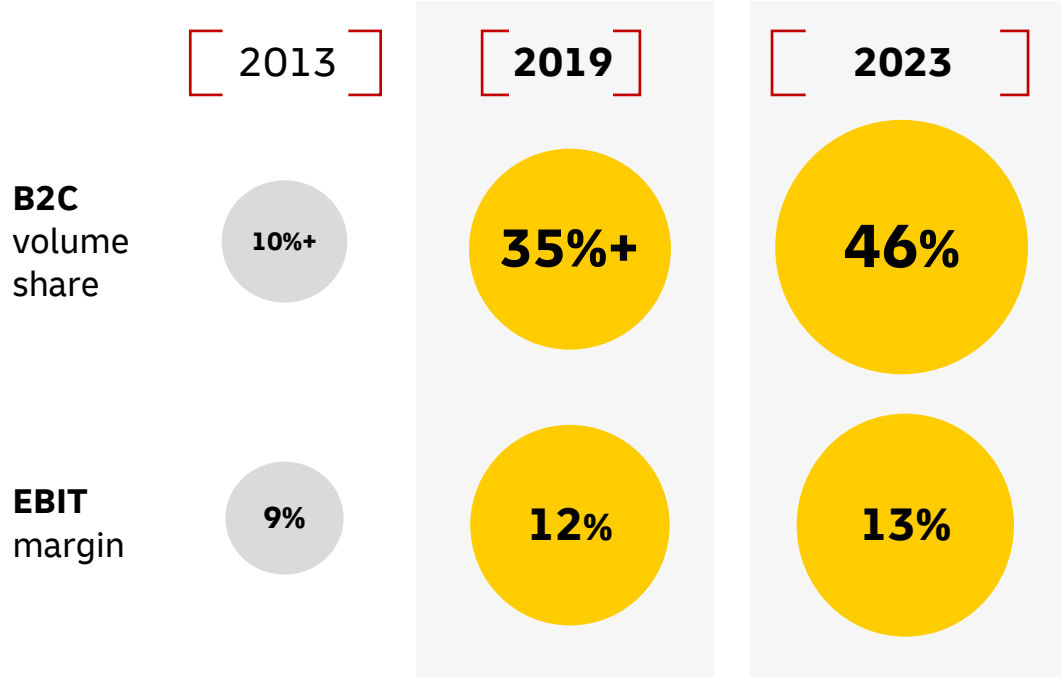
**Global Network**

**>2300** daily flights  
**>500** airports  
**22** air hubs  
**3** global  
**19** regional

As of year-end 2023



# E-commerce is a profitable growth driver for Express



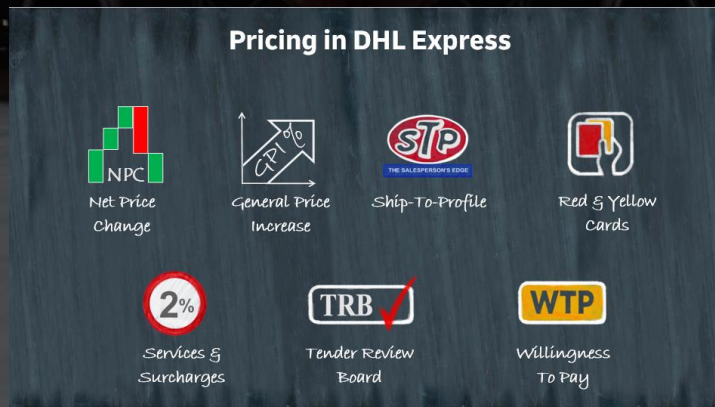
Network Characteristics	B2C Characteristics	Profitability Impact
Shipments per Day	Volume growth drives better utilization of existing network	↑
Weight per Shipment	Lower weight per shipment	→
Revenue per Kilo	Higher RpK related to lower WpS	↑
First mile	More pieces per stop at pickup	↑
Hub sort	Better utilization of existing infrastructure, with high degree	↑
Airlift	Better utilization of existing capacity, with lower WpS being advantageous	↑
Last Mile	Optimize residential delivery via On Demand Delivery & Drop Off Locations and increased delivery density due to B2C Growth	→

# Express: Well-diversified vertical exposure

TDI Revenue share by sector (FY 2023):



**Unchanged strong  
focus on yield  
management  
based on well  
established toolset**



## Express pricing components

### Base shipment price

- According to customer shipment profile (volume, weight, trade lanes)
- Subject to annual **General Price Increase (GPI)**

### Fuel surcharge

- Moves up and down with fuel price movements
- Transparently based on external fuel price indices

### Potential other surcharges

- Subject to specific shipment profile or services requested (e.g. Customs, delivery preferences etc.)

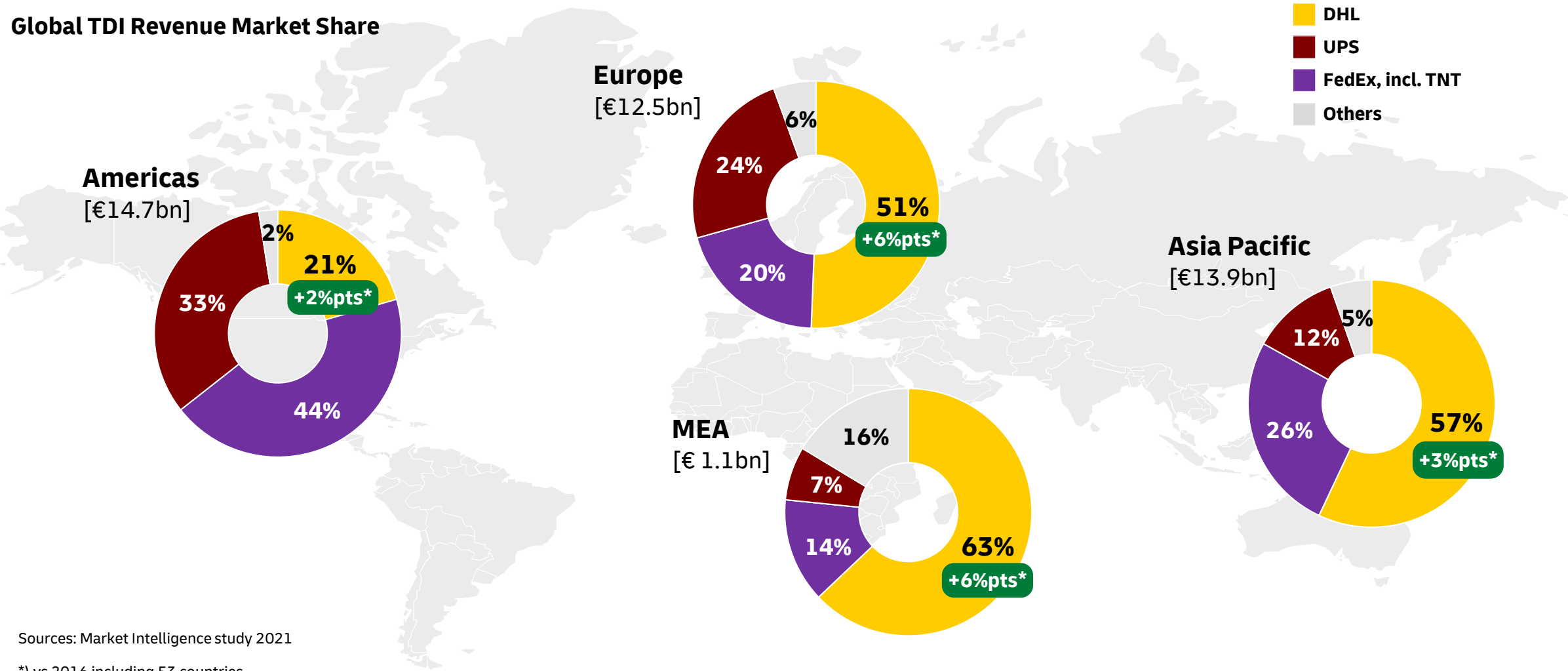
**Constantly  
tracked and  
revised  
through  
established  
mechanisms:**

- Ship-to-Profile
- Tender review Board
- Red / Yellow Card
- Net Price Change



# Express: Market share by geography (2021)

Global TDI Revenue Market Share



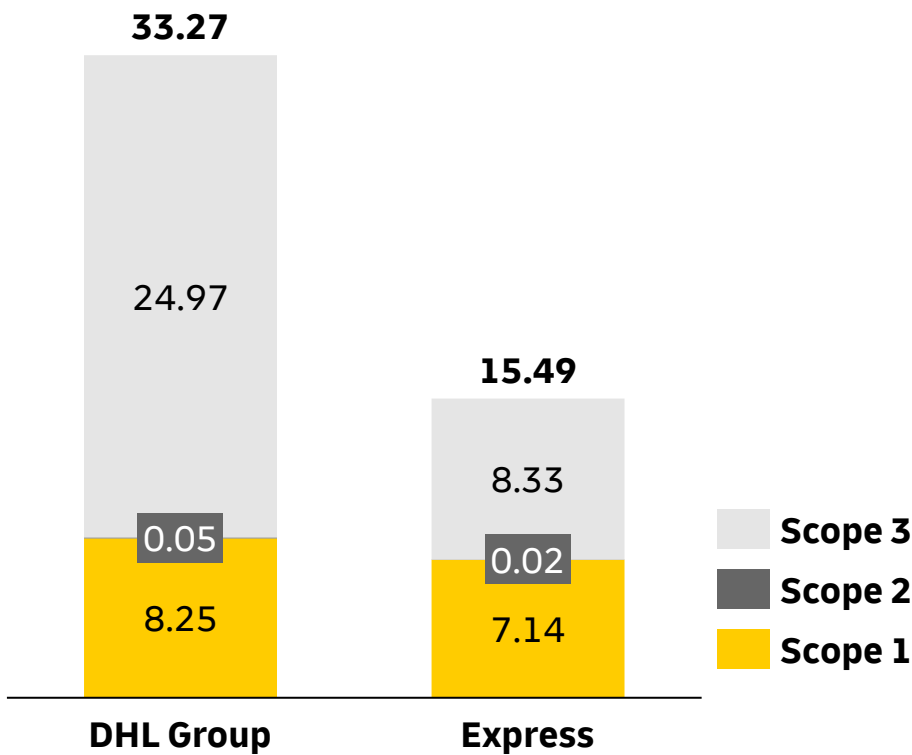
Sources: Market Intelligence study 2021

\*) vs 2016 including 53 countries

# Express

## Path to climate neutral operations

CO<sub>2</sub> Emissions 2023  
m t CO<sub>2</sub>e



**Sustainable Aviation Fuel (SAF)** supply at DHL Express also for our customers via **GoGreen Plus**.

In 2020 first **regular SAF supply** in Amsterdam and San Francisco Airport expanded to **eight airports around the globe**.

**72kt neat SAF uplifted in 2023**



Express ordered up to 12 **'Alice' fully-electric cargo planes** from Eviation, which had its maiden flight in September 2022. The **first delivery is planned for 2027**.



Decarbonisation of ground operations via **electric vans, trucks & mopeds** as well as **e-bikes** and walking couriers and **electricity** from **renewable energy sources**.

Designing and building **carbon neutral facilities & Hubs** by using innovative, clean technologies and renewable energy sources.

# GLOBAL FORWARDING, FREIGHT

International transportation of Air Freight, Ocean Freight and Road Freight including Customs Clearance and related value-added services like warehousing, cargo insurance, etc.

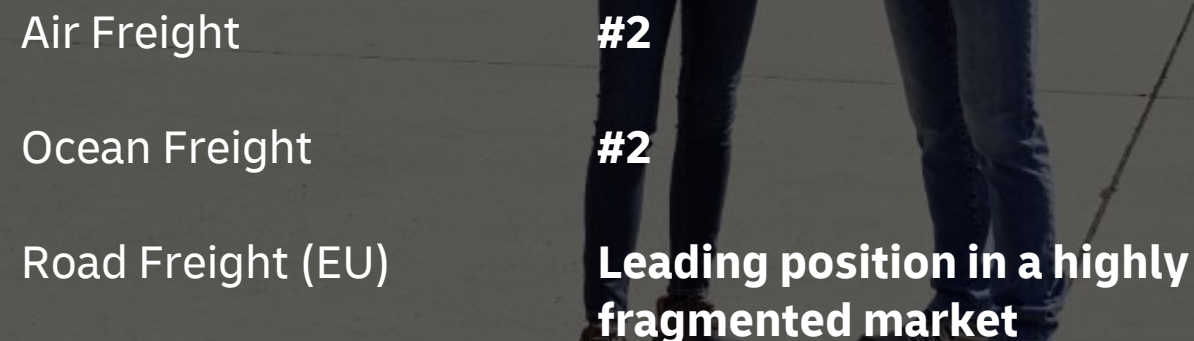
## Investment Summary:

- Asset-light business model: Global presence in >120 countries with ~47,000 highly qualified employees
- Investments into state-of-the-art IT systems are driving increased operational efficiency and enhanced customer experience
- On this basis, targeting high GP/EBIT conversion and EBIT margin levels
- Sustainable solutions available for all transportation modes

## Revenue Mix (FY 2023)



## Market Position (2022)





# Global Forwarding, Freight: Global presence



**EUROPE**  
~40 Countries

**AMERICAS**  
~25 Countries

**MIDDLE EAST & AFRICA**  
~35 Countries

**ASIA PACIFIC**  
~20 Countries



Present in  
~120 countries



~47,000 highly  
qualified employees



~1.7m AFR export  
tons transported



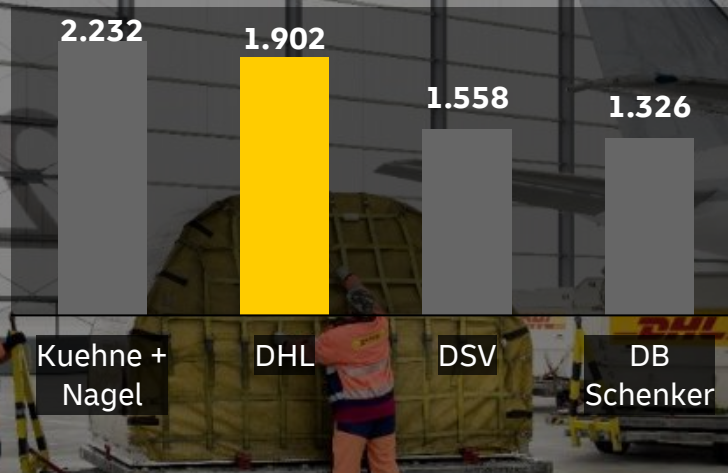
~3.1m TEUs  
transported



~57m shipments  
transported

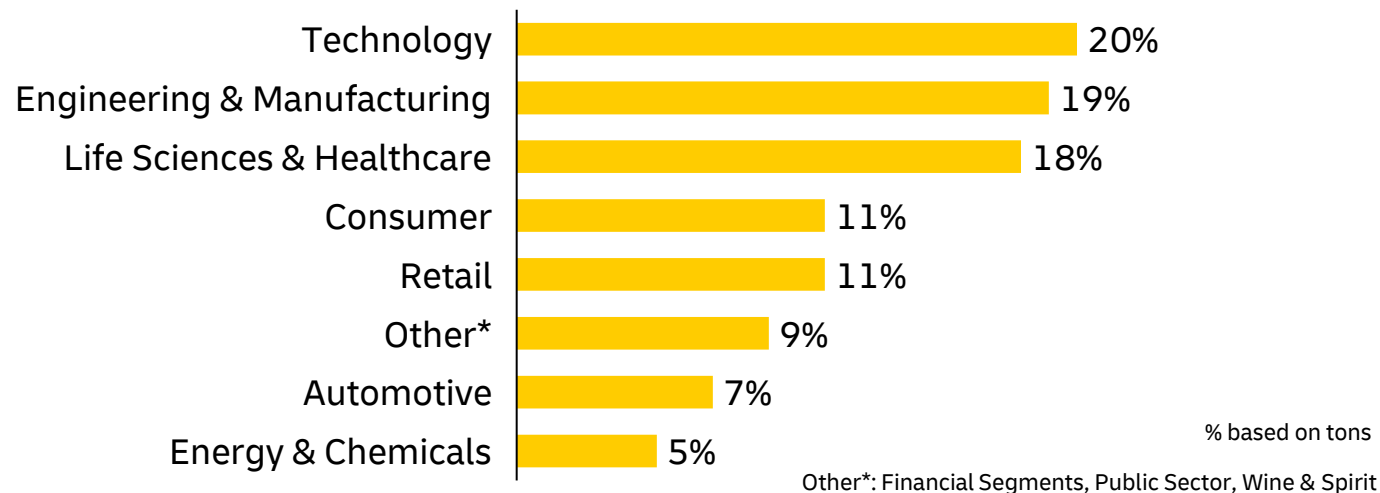
# GLOBAL FORWARDING AIR FREIGHT

**Market position 2022**  
(based on 000 tonnes, export only)

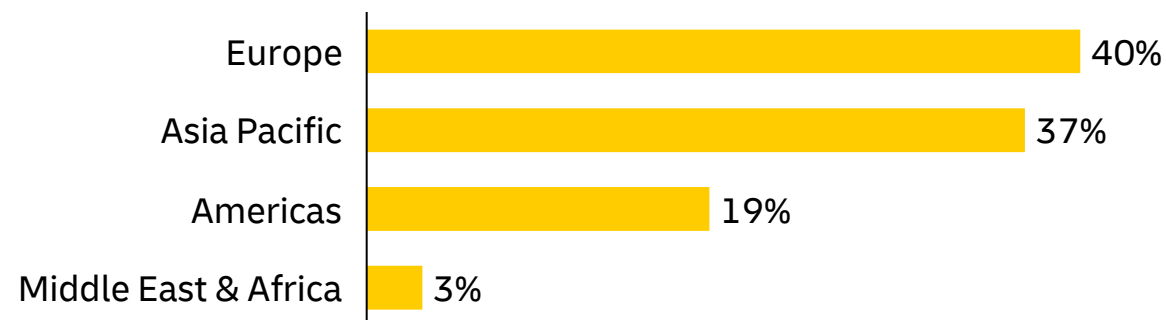


Source: Global Insight, annual reports / other publications, company estimates

## Volume mix by sector (FY 2023)



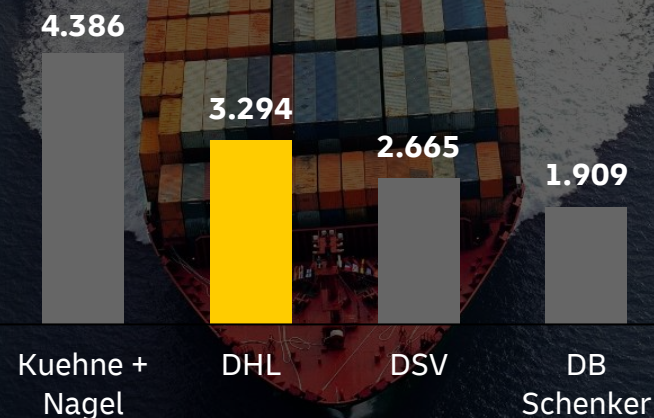
## Volume mix by region (FY 2023)



% based on export tons

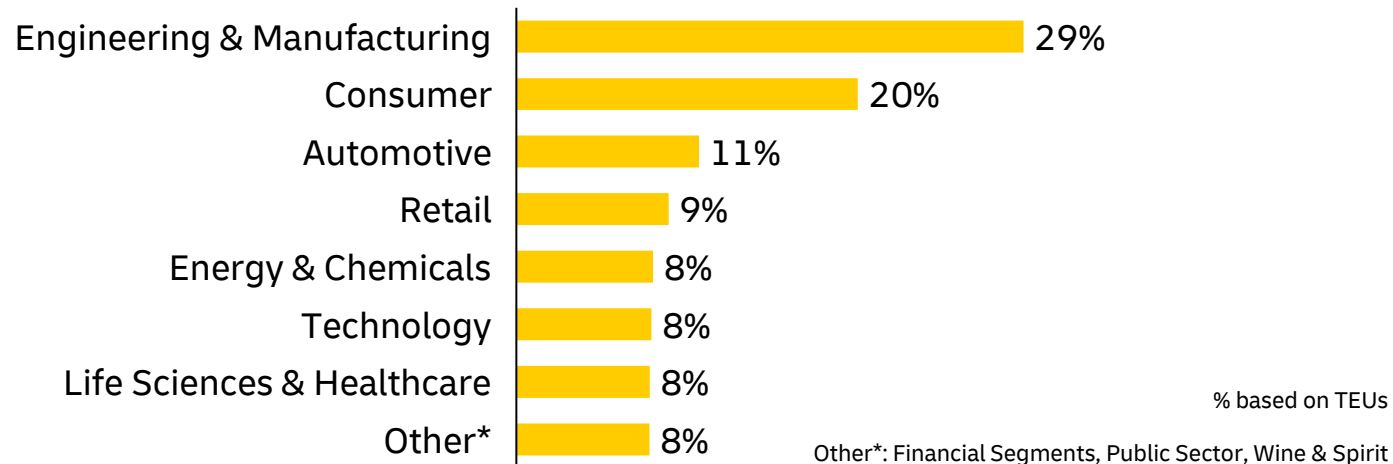
# GLOBAL FORWARDING OCEAN FREIGHT

## Market position 2022 (based on 000s of TEUs, export only)

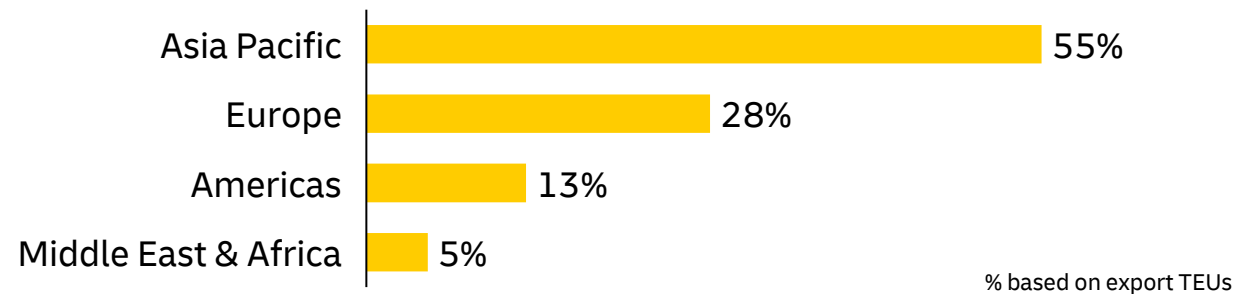


Source: Global Insight, annual reports / other publications, company estimates

## Volume mix by sector (FY 2023)



## Volume mix by region (FY 2023)





# Enhanced customer experience and increased operational efficiency with new TMS and Digital Customer Interaction

2017

Started **Global TMS** (CargoWise One) rollout for **Ocean freight**

2018

Started rollout for **Airfreight**

2019

**Accelerated rollout** by introducing an agile deployment approach

2020

**Completed** rollout for **Ocean freight**



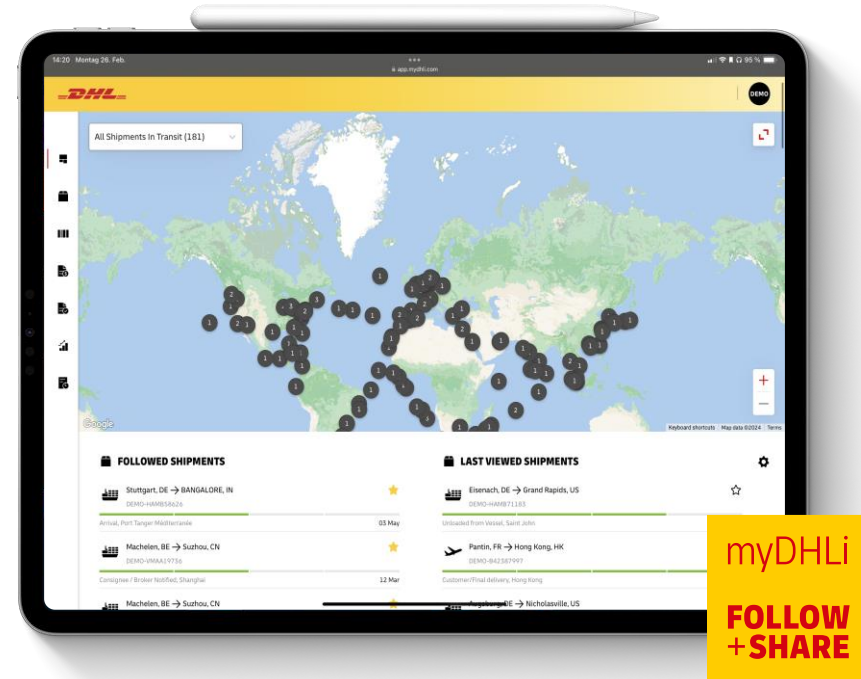
2021

**Completed** rollout for **Airfreight**



Today

**IRR 2.0: IT Renewal Roadmap** helps us to continuously improve our IT landscape to drive operational efficiency



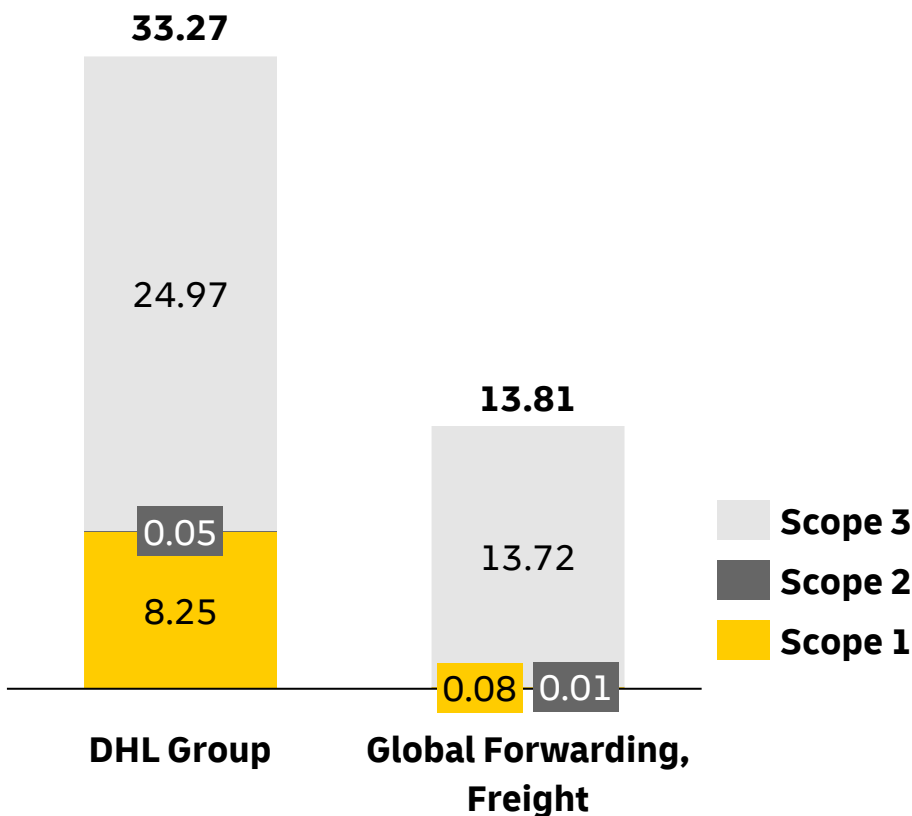
**myDHLi** provides customers with 360° visibility and full control over their shipments.

One-stop portal for Digital Forwarding with Quote, Book, Track, Documents, Analytics and Reports.

# Global Forwarding, Freight

## Path to climate neutral operations

CO<sub>2</sub> Emissions 2023  
m t CO<sub>2</sub>e



### GoGreen Plus available for all core products, insetting through:



#### Sustainable Marine Fuels

For less-than-container load, launched in Jan. 2021  
For full-container load, launched in Jun. 2021



#### Sustainable Aviation Fuels

Launched in Feb. 2022



#### Sustainable Road Fuels

Successfully relaunched in Sweden in 2019, since 2022 available for all core road freight services in more markets and since 2023 with extended availability across Europe

### Green alternative: Rail Freight



#### DHL Railnet

Offered for rail & intermodal shipping across Europe

### Collaborate with like-minded industry partners

- Strong industry partnerships
- Annual carrier certification

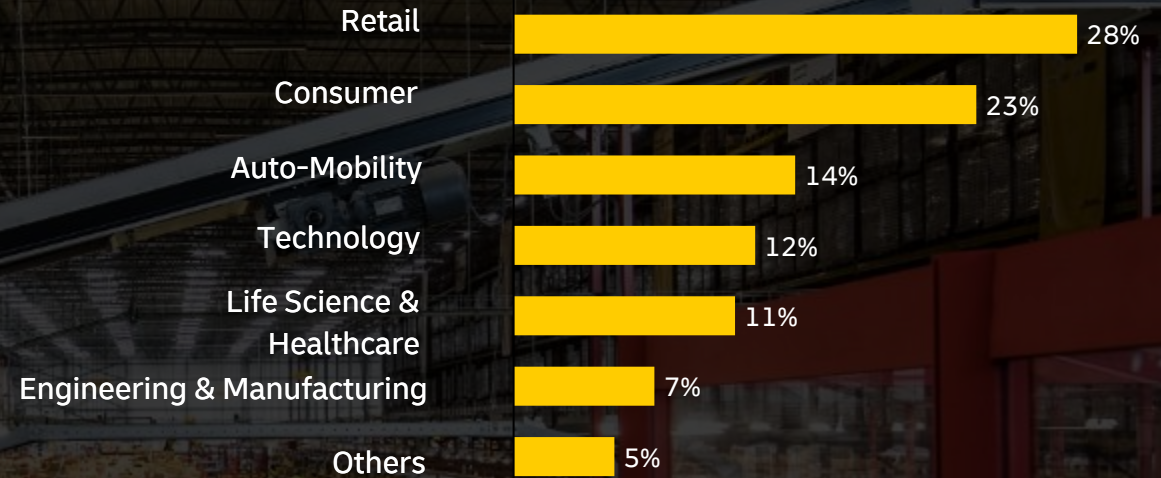
# SUPPLY CHAIN

Manage supply chains to reduce complexity for our customers. Our profitable core includes warehousing, transportation as well as key solutions like e-Commerce (incl. returns management), Lead Logistics Partner (LLP), Service Logistics, Packaging and Real Estate Solutions

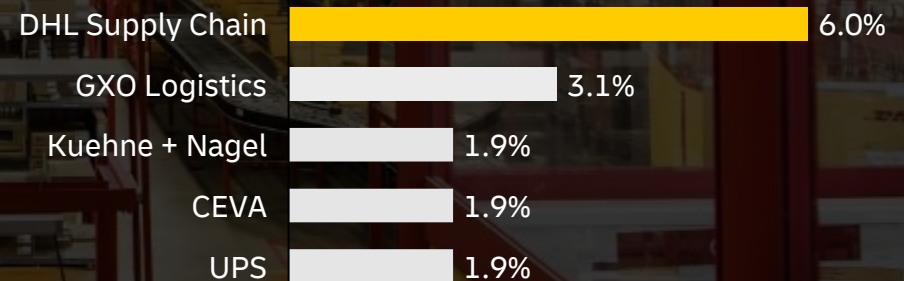
## Investment Summary:

- World market leader in Contract Logistics with industry-leading EBIT margin at >5%
- Leading Omni-channel and e-commerce (incl. returns solutions) offering
- Scalable and flexible digital solutions embedded in our standard ways of working
- Strong focus on Employer of Choice attracting and retaining employees in times of critical labor shortages
- ESG roadmap and metrics fully integrated into strategic and operating framework

## Revenue Mix, FY 2023



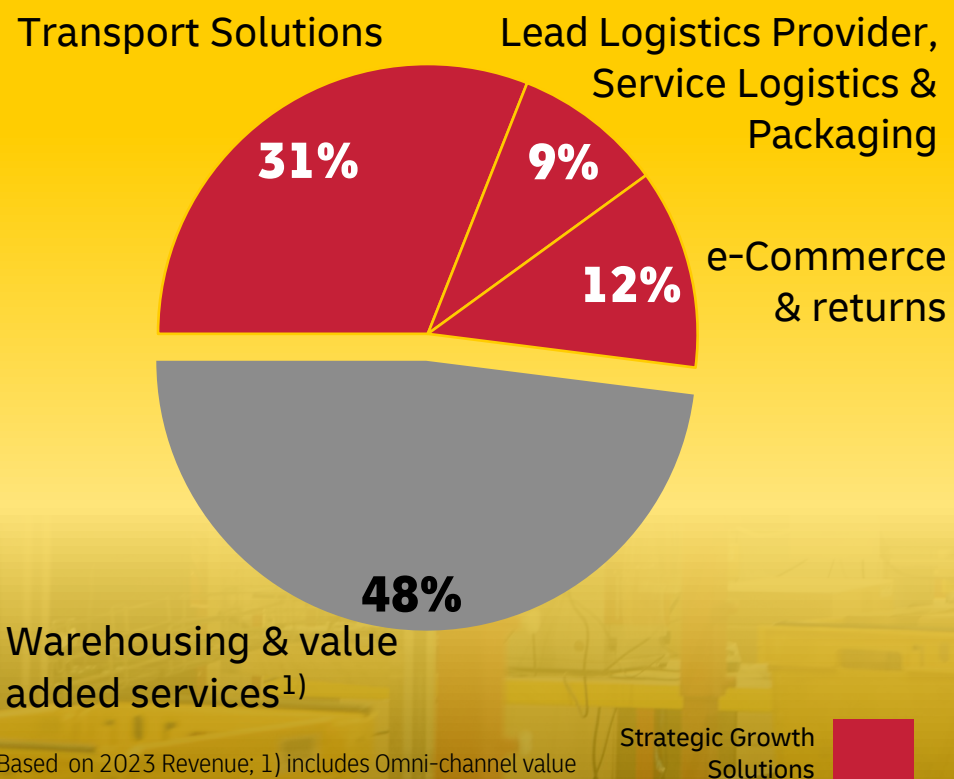
## Market Share (2022)





# Our strategic solutions are accelerating growth

## Service Portfolio Mix



- **Strategic Focus:** Over 50% of our revenue comes from strategic products, reflecting our continuous emphasis on our key offerings
- **Targeted Portfolio:** Our portfolio mix is aligned with market demands and customer preferences
- **Future Preparedness:** We are well equipped for the future through proactive innovation and adaptation



# Our strategic solutions are targeted to our customer's needs across all industry verticals and accelerate our top and bottom-line growth

	e-Commerce incl. returns	Service Logistics	Lead Logistics Provider	Packaging	Real Estate Solutions	Transport	Warehousing
Retail							
Consumer	State of the Art omni-channel and e-fulfillment solutions incl. returns management	Delivery within 2-4 hours in an unrivalled worldwide network for global aftermarket services of critical parts e.g. for medical devices	Management and optimization of the entire or significant parts of customers' supply chains	Tailored design and execution of packaging services	Design, development and management of logistics real estate in strategic locations	Domestic distribution building upon the largest collection of domestic transport capabilities in the industry as well as x-border transport	Providing best-in-class dedicated or shared warehousing operations
Auto-Mobility							
Life Science & Healthcare							
Technology							
Engineering & Manufacturing							



# We are uniquely positioned to cater for structural growth of e-commerce and omni-channel fulfillment demand across all customer segments globally

Customer Segment	SMALL	MEDIUM	LARGE
	Fast growing customers	Sized multi-country customers, internationalizing further	Established multi-national customers
Customer Examples	<div><div>GIRAV</div><div>DEK•BED discounter.nl</div><div>BALR.</div><div>Stoov</div><div>iBOOD</div></div>	<div><div>ERDINGER WEISSBRÄU</div><div>carhartt</div><div>CHOBA CHOBA THIRD OWNED</div><div>Sage</div><div>JOCKEY</div></div>	<div><div>IKEA</div><div>L'ORÉAL</div><div>Unilever</div><div>adidas</div></div>
Solution portfolio	Omni-channel solutions		
	DHL Fulfillment Networks		
	Dedicated Fulfillment		
	Returns-management		



~**€2.8bn** revenue in e-commerce\* (+15% vs 2022)



**+220 operations** across all regions



**Strong customer sign up** on Fulfillment networks



**16% of DSC's revenue from e-commerce\***



**+60 returns operations** centers globally

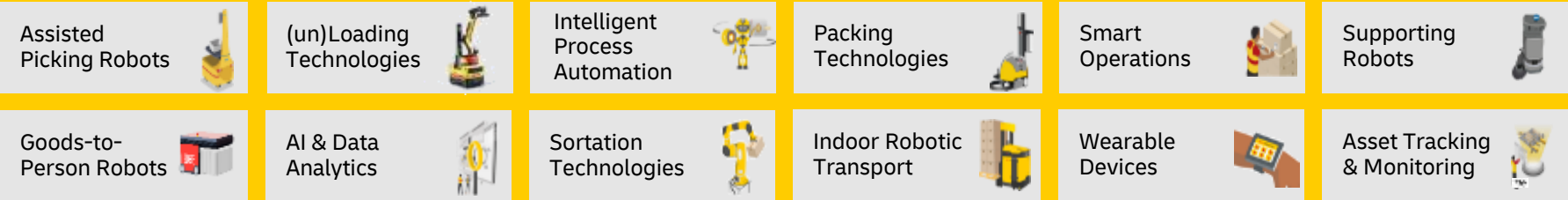
\*includes e-commerce transport revenue



# DSC's digitalization agenda is processing fast while the unique ecosystem of integrated solutions, robotics and analytics maximize value

## Focus technologies identified along entire logistics process

### 12 Accelerated Digitalization



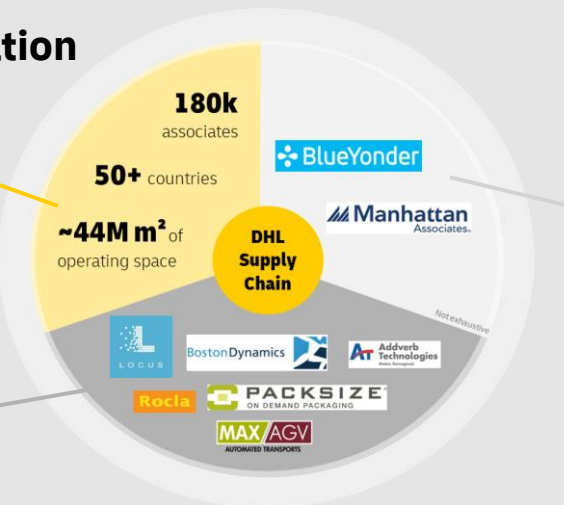
### 6 Mechanized Automation



### Vendor orchestration

Logistics assets and expertise

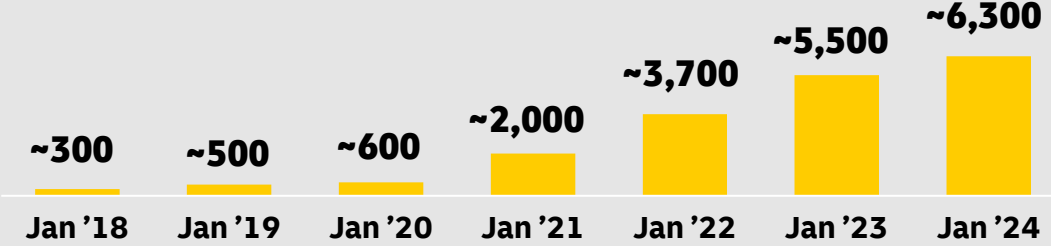
Robotics vendors for solutions and analytics



Strategic software vendors for integration and analytics

91% of sites with Accelerated Digitalization technology deployed

### # of digitalization projects live

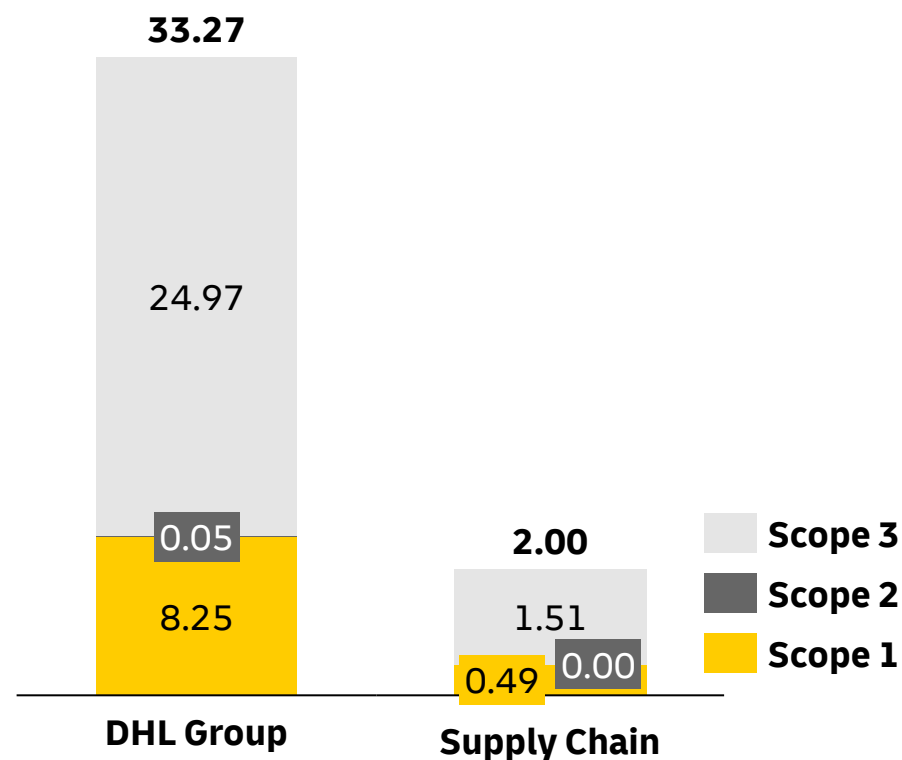




# Supply Chain

## Path to climate neutral operations and transportation

CO<sub>2</sub> Emissions 2023  
m t CO<sub>2</sub>e



**Supply Chain** is leveraging ESG offerings to create a clear value add for customers by driving decarbonization of their supply chains.

Our key offerings and commitments drive CO<sub>2</sub>e reduction of our main service areas:

### Transport



Investments in sustainable fuels and technologies to reduce transport emissions and gain efficiencies

**Examples:**

- DSC Green Transport Policy mandates best green alternative per market (e.g. electric, hydrotreated vegetable oils, biogas) based on availability, infrastructure & cost – 2,000 of our vehicles to be replaced with green alternative by 2026

### Warehousing



Investments into renewable electricity and energy to achieve carbon neutral warehousing

**Examples:**

- Focus on renewable electricity (e.g. self-generated through solar panels) and renewable energy (e.g. electric heating or biogas) for all our warehouses

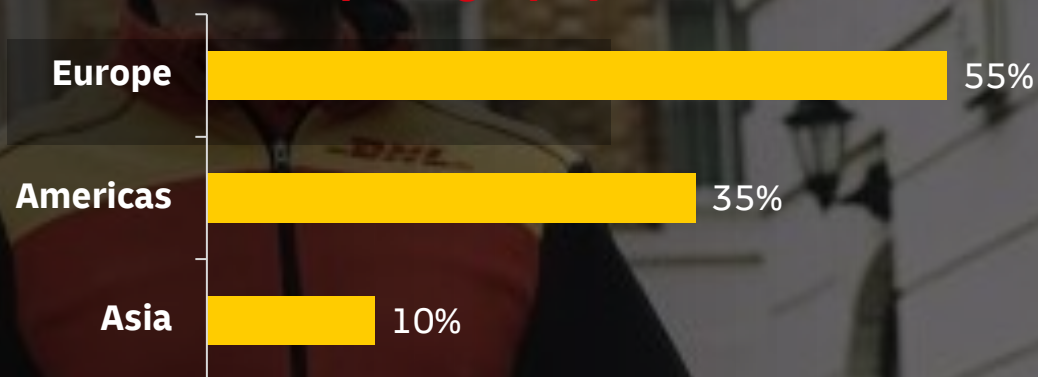
# ECOMMERCE

Domestic parcel delivery in selected countries in Europe, in the United States, in specific markets in Asia, in particular in India, and deferred cross-border services primarily to, from and within Europe, as well as to and from the United States.

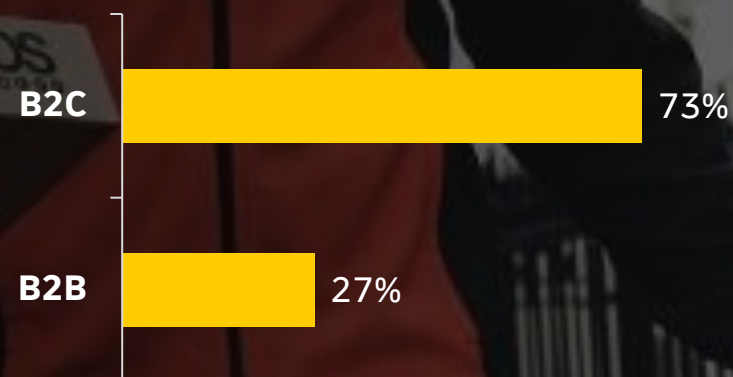
## Investment Summary:

- Strong organic growth driven by domestic and cross-border e-commerce in all selected markets we operate in
- Sustainably increased EBIT, well above the level from before the pandemic in 2019, thanks to economies of scale, yield management and service performance
- Expansion of our domestic footprint by acquiring 100% of MNG Kargo in Turkey
- Investments in network capacity & automation, sustainable last-mile capabilities and technology

## Revenue Mix by Geography, FY 2023



## Parcel Revenue Mix, FY 2023





# Our profitable core:

## Focus on domestic and international parcel delivery

### Core business

#### Domestic

- In **selected countries outside of Germany**
- This includes **Europe, US** and selected markets in **Asia Pacific**, incl. India



#### Deferred Cross-border

- Commercial capabilities – primarily **to/from and intra-Europe**
- Parcel Connect in Europe a **strong and growing platform** as basis for future growth

#### Parcel Connect

Parcel Connect is our **optimizable delivery and returns solution** developed especially for e-commerce in Europe, catering to both B2B and B2C.

- Customers benefit from a single DHL point of contact for **seamless access** to 28 European countries.
- Brands establish trust and loyalty with customers thanks to fast, flexible, hassle-free delivery and returns.



# eCommerce: Key stats at a glance



**1.6 billion**

parcels delivered each year



**>20**

Offices



**~28,500**

Vehicles



**2,900**

Facilities



**>51,000**

Employees



**>110,000**

Access Points



**8**

Dedicated Aircraft

Data as of Dec 31<sup>st</sup>, 2023



# eCommerce: Regions and service portfolio

We focus on **domestic parcel delivery** in selected countries in Europe, in the United States, in specific markets in Asia, in particular in India, and deferred cross-border services primarily to, from and within Europe, as well as to and from the United States.

## Americas

- B2C domestic delivery (U.S.)
- Outbound cross-border (U.S.)
- Direct shipping (Canada to U.S.)

## Europe

- Selected B2C and B2B domestic delivery in 9 countries: UK, NL, BE, SE, PL, CZ, ES, PT, TR
- Pan-European cross-border offering

## India (Blue Dart)

- Premier domestic courier and integrated express package distribution

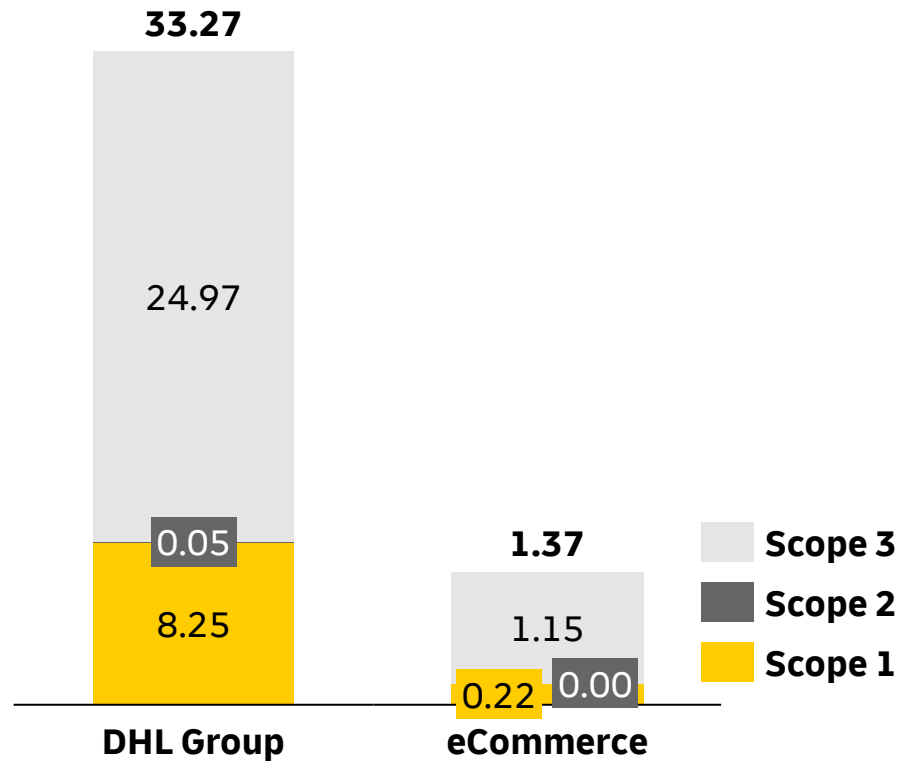
## Asia/Pacific

- B2C domestic delivery in key markets of Thailand and Malaysia
- Cross-border shipping from Australia

# eCommerce

## Path to climate neutral operations

**CO<sub>2</sub> Emissions 2023**  
m t CO<sub>2</sub>e



\* Own vehicles only and excluding 3rd party owned vehicles

### Increasing investments into **Clean Operations:**

- Purchase of **sustainable fuels** wherever accessible, especially HVO for last mile and line haul
- Sustained **increase in number of EVs** in last mile, continuous replacement of traditional vehicles wherever possible
- All new facilities are approved and being built with **carbon neutral design**
- **>90%** of electricity is green electricity



> 2,000 EVs in use\*  
Largest **electric delivery fleet** in Netherlands



BlueDart moved from 100% grey electricity to 100% green electricity



Poland increased share of green electricity to 100%

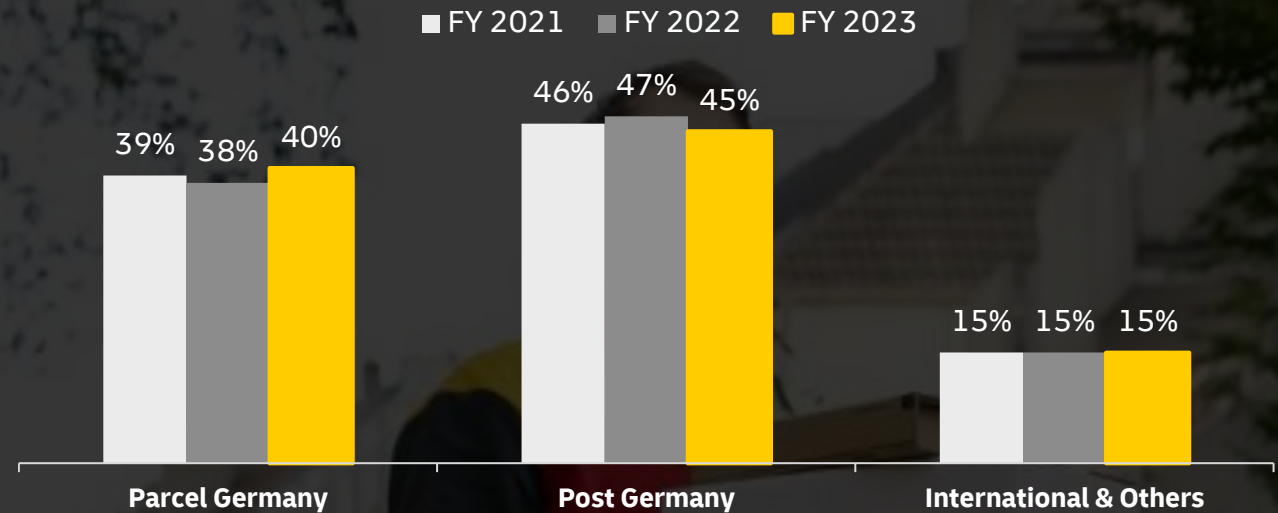
# POST & PARCEL GERMANY

Transporting, sorting and delivering of documents and goods-carrying shipments in Germany and export.

## Investment Summary:

- German parcel and mail service provider with leading market position
- Financial performance outlook: stable long-term EBIT with consistent FCF contribution
- Recognized Top Employer driving superior network and delivery quality
- First mover in green delivery: significantly lower CO<sub>2</sub>e /parcel vs all delivery competitors in Germany
- Digitalization and automation: Highest productivity in the industry through scale, automation und digitalization

## Revenue Mix



## Market Position (2023)

~63%

Market share **Mail Communication**  
(business customers)

>40%

Market share **Parcel**



# German Post and Parcel Network

## 82 Mail sorting centers

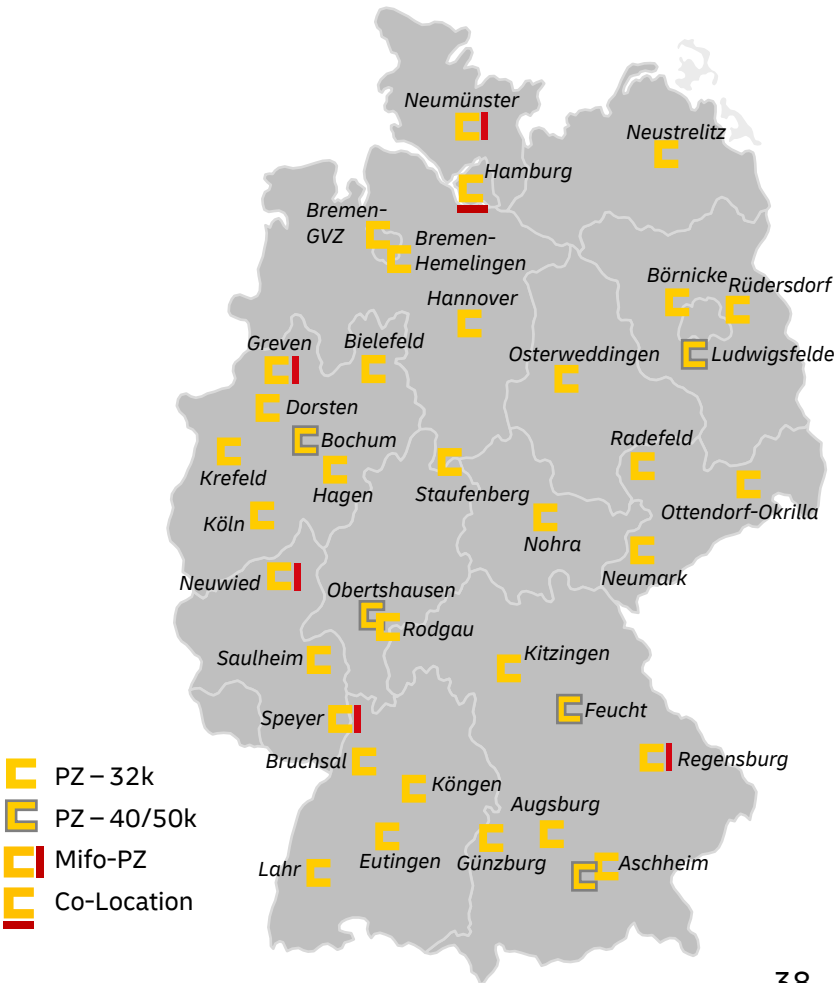


## Delivery



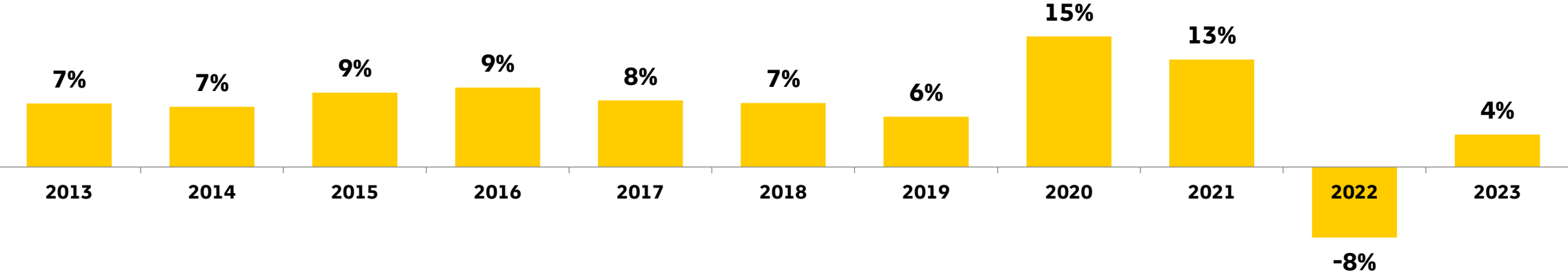
**~64.5%** – and growing –  
of Parcel deliveries done  
through joint delivery with mail

## 38 Parcel sorting centers (PZ)



# Parcel Germany: Structural trend accelerated during pandemic, followed by normalization in 2022

Parcel Germany, volume growth, yoy



**>40%**

Parcel Market Share

**1.7bn**

Parcel Germany Volumes (2023)

**>135k**

Parcel Business customers

**>13,000**

Parcel Lockers  
(Packstation)

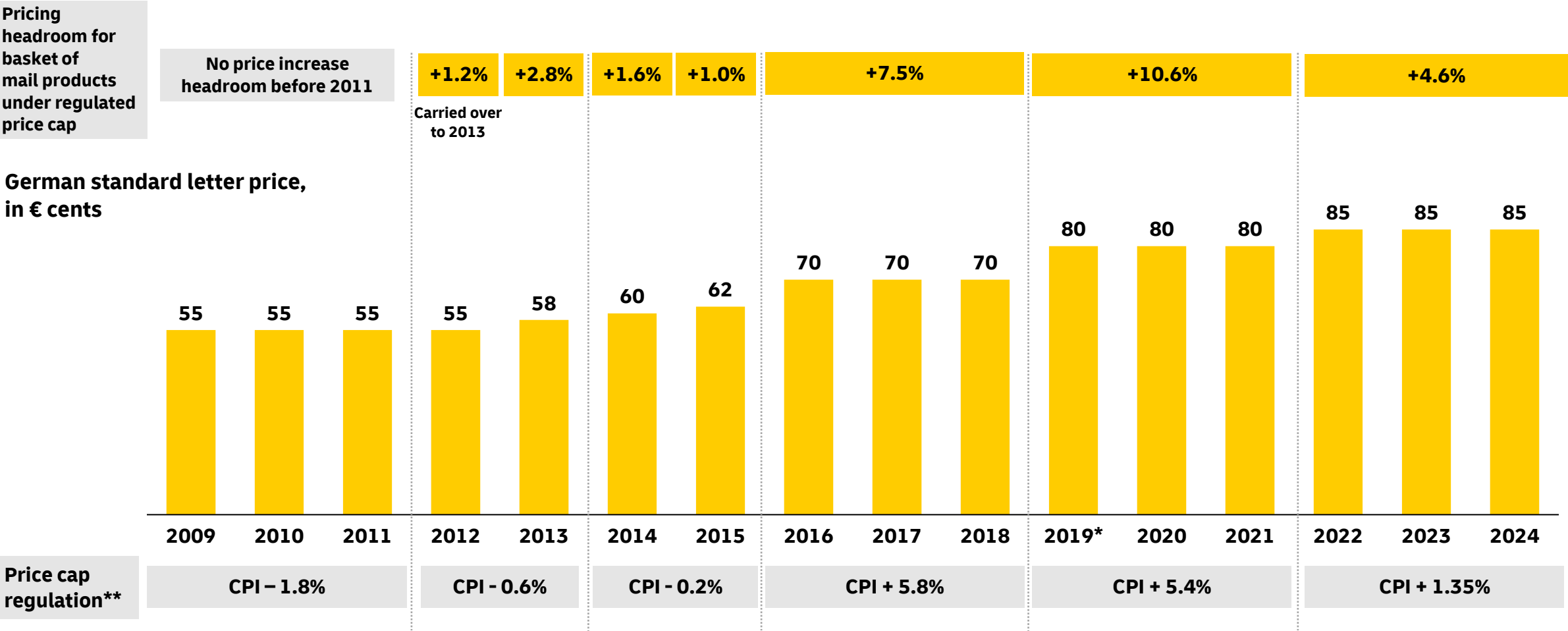
# P&P Germany: Products and Pricing

P&P revenue FY23: ~ €16.9bn		Pricing
Mail Communication ~ €5.1bn	Ex-ante products – <i>private customers</i> (€0.6bn) – <i>business customers</i> (€1.4bn)	4.6% increase starting Jan 1st 2022 for 3 years (incl. international)
	Partial services – <i>business customers</i> (€2.0bn)	Increase discount for 2 <sup>nd</sup> service level by 3 pp & incentive for more E+1/2
	Other (€1.1bn)*	Partial annual price adjustments
Dialogue Marketing ~ €1.8bn	Addressed and unaddressed advertisement mailings, campaigns (both digital & physical)	Introduction of season/peak surcharge & increase in pick-up surcharge abroad & weight-differentiated increase in base prices
International ~ €2.5bn	In- and outbound Germany shipments	Partial annual price adjustments
Others/Consolidation ~ €0.9bn	Press, pension services, retail	Price curve harmonization and increase of minimum price
Parcel Germany ~ €6.8bn	Business customers Top accounts (~0.5k customers) Middle accounts (~20k customers) Small accounts (~115k customers)	Pricing varies by contracts. General price measures combined with adjustment of toll surcharge
	Private customers	Last increase July 1 <sup>st</sup> 2023 for higher weight levels and selected services

\* e.g. small items eCommerce, Philately, "Postzustellungsauftrag"



# Standard letter stamp price development is based on regulated price cap

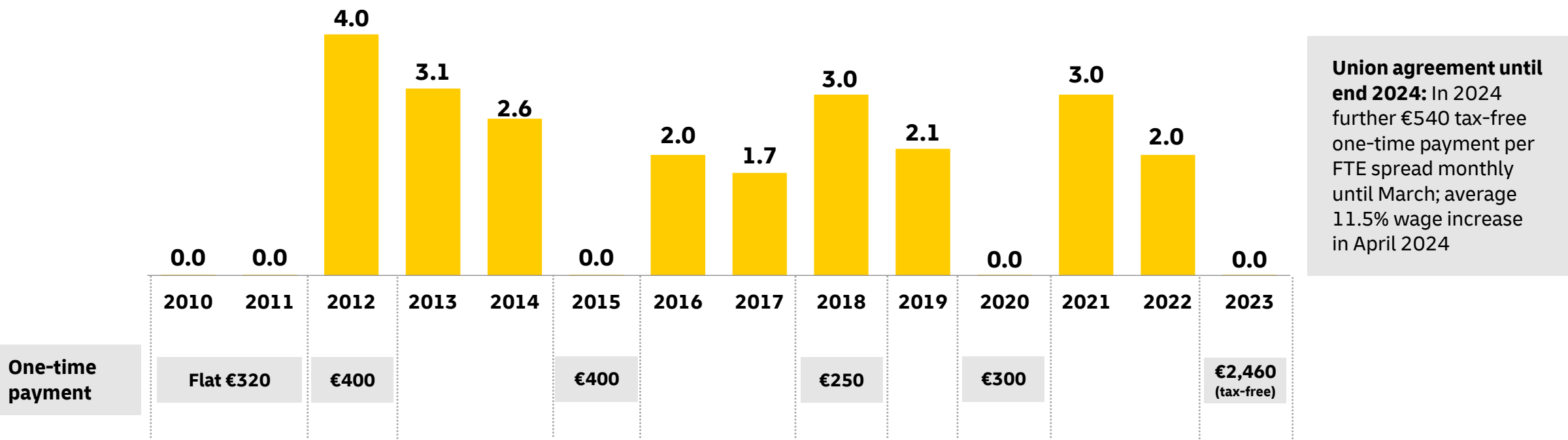


\*implemented from July 1<sup>st</sup> 2019 onwards, taken into account in headroom calculation

\*\*CPI: Consumer price index

# P&P Germany: Wage agreements in Germany

Wage increases for P&P Germany employees\*, yoy in %



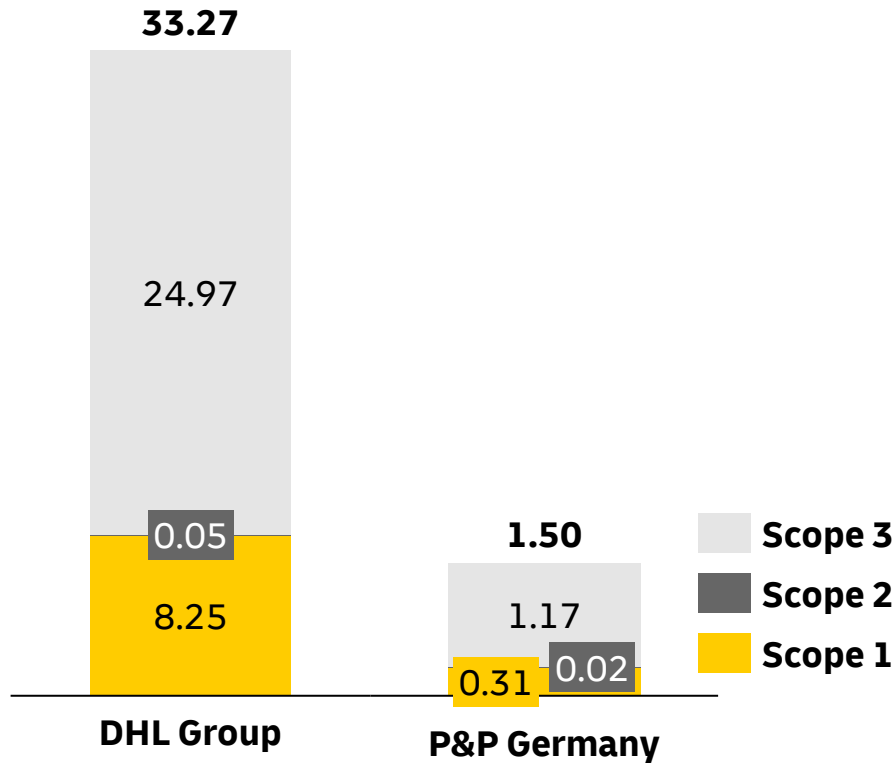
\*applies to ~140,000 Deutsche Post AG tariff employees

# P&P Germany

## Path to climate neutral operations

### CO<sub>2</sub> Emissions 2023

in t CO<sub>2</sub>e



**>50%** of P&P delivery districts are green with **zero carbon emissions**

Currently **~28,100 electric vehicles** and **~19,000 e-bikes and e-trikes** in daily operations

**~290 biogas-powered trucks** and testing the use of electric trucks in a pilot area of Berlin



Currently **>13,000 Pack- and Poststations** available in Germany; to be expanded in the next few years

**Sustainable regional solutions** e.g. Berlin use of a solar-powered DHL parcel ship between Spandau and Westhafen for the transport of parcel shipments

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