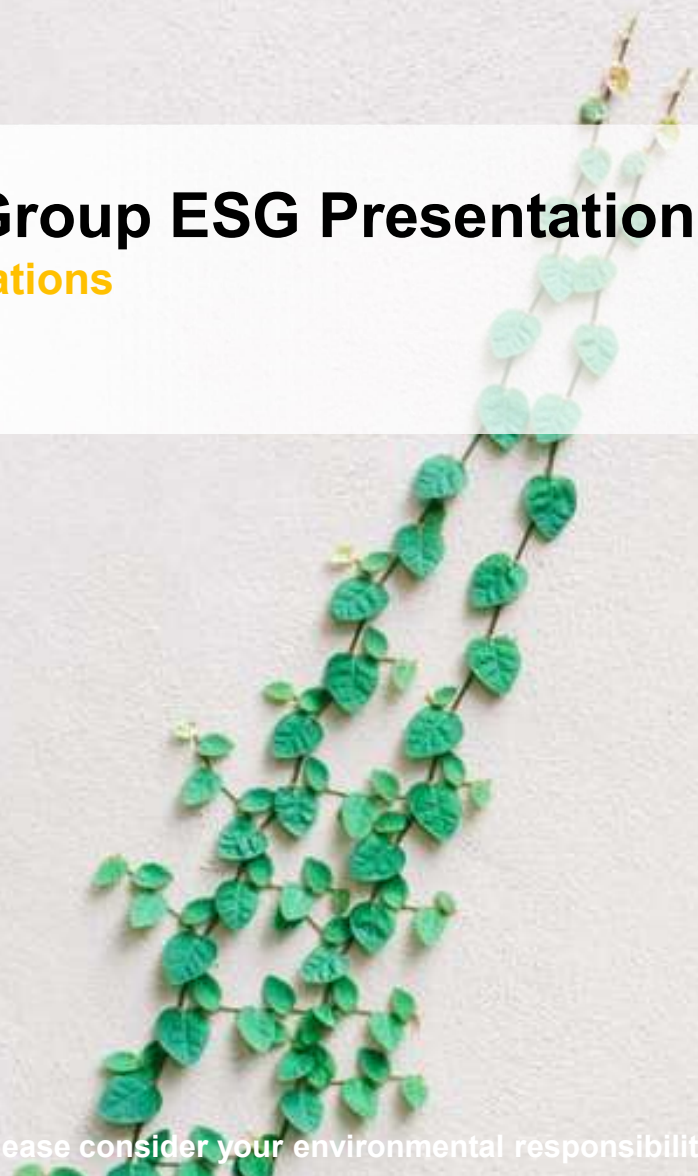


DPDHL Group ESG Presentation

Investor Relations

April 2019

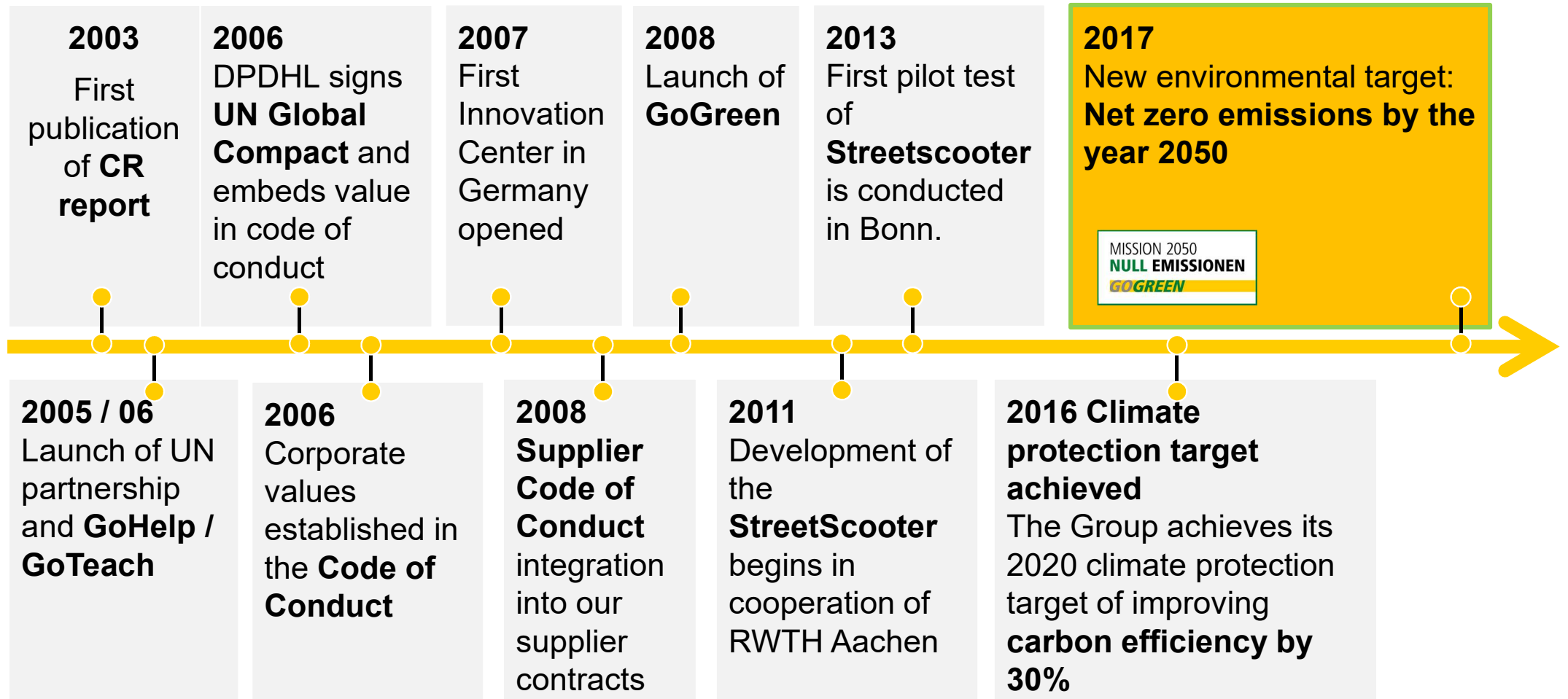
Deutsche Post DHL
Group



MISSION 2050
NULL EMISSIONEN
GO GREEN

Please consider your environmental responsibility before printing this document

DPDHL ESG HISTORY



DPDHL GROUP ESG - OVERVIEW



1

ESG framework at DPDHL Group

2

Environment /GoGreen

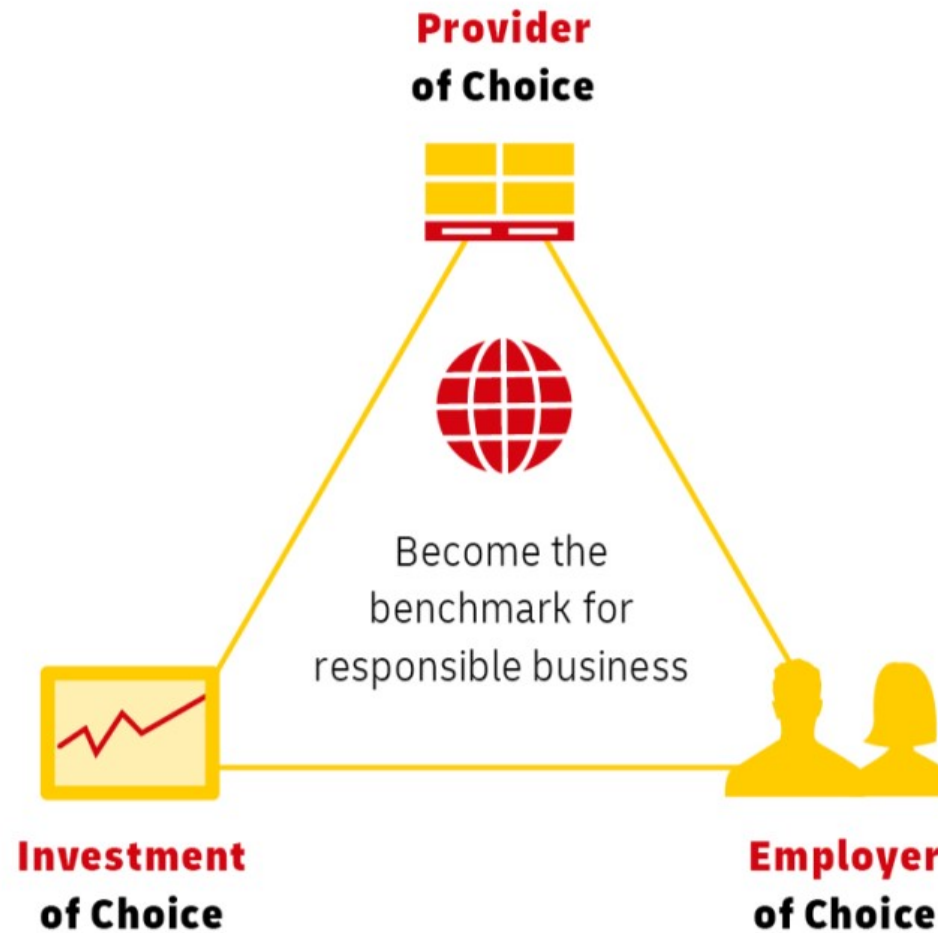
3

Social / People / CoC / SCoC

4

Governance / 2 Tier / Remuneration

ESG INTEGRATION IN GROUP STRATEGY



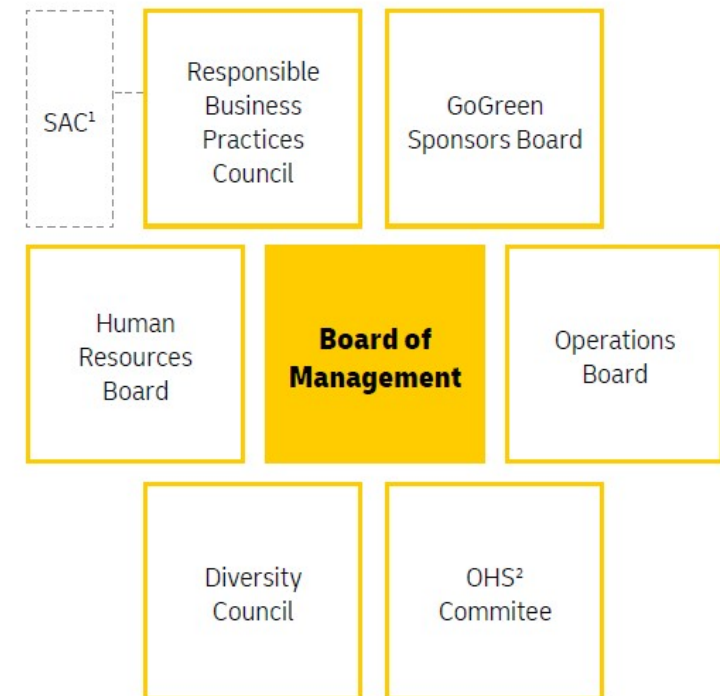
SUSTAINABILITY/RESPONSIBILITY EMBEDDED IN STRUCTURES & PROCESSES

Standards for topics such as CR, remuneration, occupational safety and health management are defined by Corporate Center and Global Business Services.

The divisions are responsible for implementing our strategic, ethical and environmental guidelines in line with customer needs.

CR focus areas are managed by specialist committees, with review by the Board of Management as needed.

External expertise is provided by members of the Sustainability Advisory Council (SAC).



1 Sustainability Advisory Council
2 Occupational Health & Safety

SUSTAINABILITY IS ALSO IMPORTANT FOR CUSTOMER EXPECTATIONS

DPDHL offers its customers industry-leading solutions & meets high international standards in responsible business practice

Customers are asking about ...

Environment

- CO₂ footprint of their logistics
- Environmentally-friendly logistics in cities

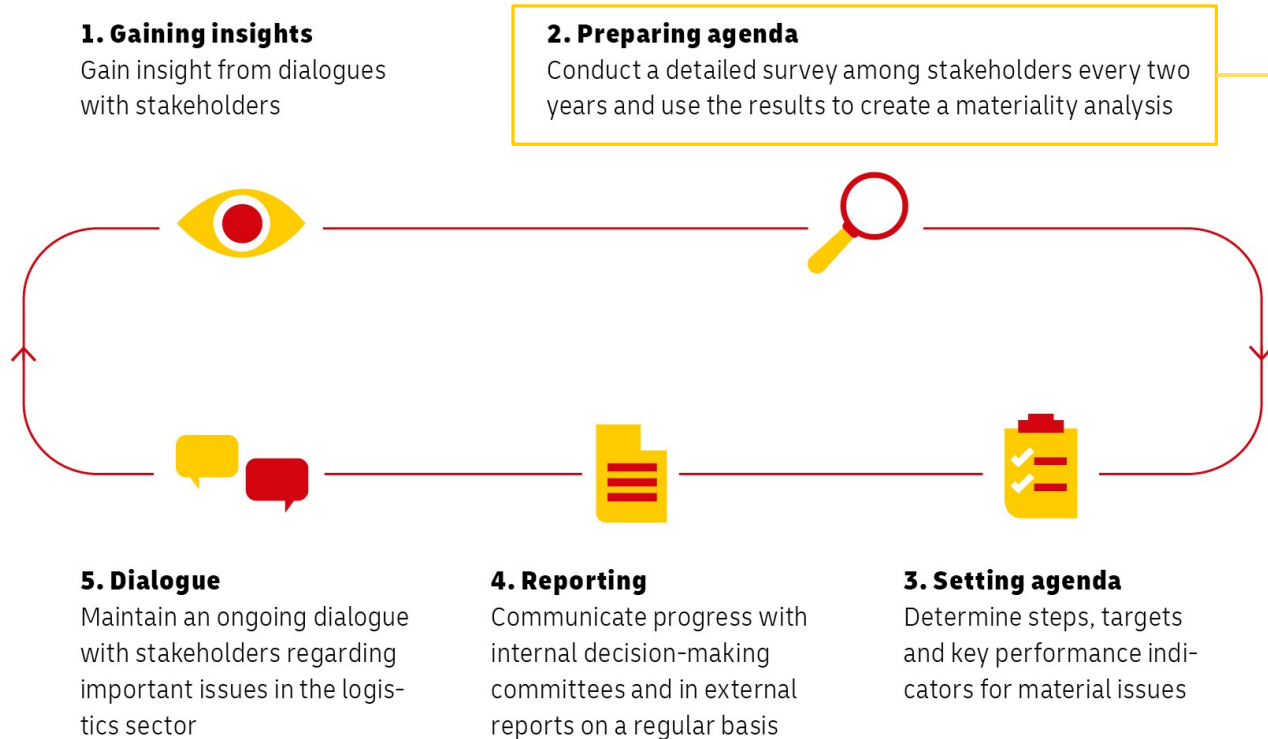
People / Social

- Occupational Health & Safety
- Human Rights
- Social commitments

Governance

- Compliance (CoC / SCoC)
- Standards in the value chain
- Data protection and security

MATERIALITY ANALYSIS AND CURRENT TOPICS



Materiality Analysis & Issues

Together with 500 representatives main stakeholder groups, we defined the following issues:

Environment (E)

- Energy efficiency & climate change
- Air pollution

Social/Employees (S)

- Employee engagement
- Learning and development
- Human Rights
- Occupational health & safety

Governance (G)

- Compliance
- Standards in the value chain (suppliers and subcontractors)
- Data protection and security

DPDHL GROUP ESG - OVERVIEW



1 ESG framework at DPDHL Group

2 Environment /GoGreen

3 Social / People / CoC / SCoC

4 Governance / 2 Tier / Remuneration

ISS QualityScore

ENVIRONMENTAL

Highest Rating By
INSTITUTIONAL SHAREHOLDER SERVICES



FOUR STRATEGIC TARGETS FOR 2025

Global Target

By 2025, we will **increase our carbon efficiency by 50% over 2007 levels** to support the global ambition to limit global warming to well below 2°C.

Local Target

Deliver 70% of our own first and last mile services with clean pick-up and delivery solutions.

Economic Target

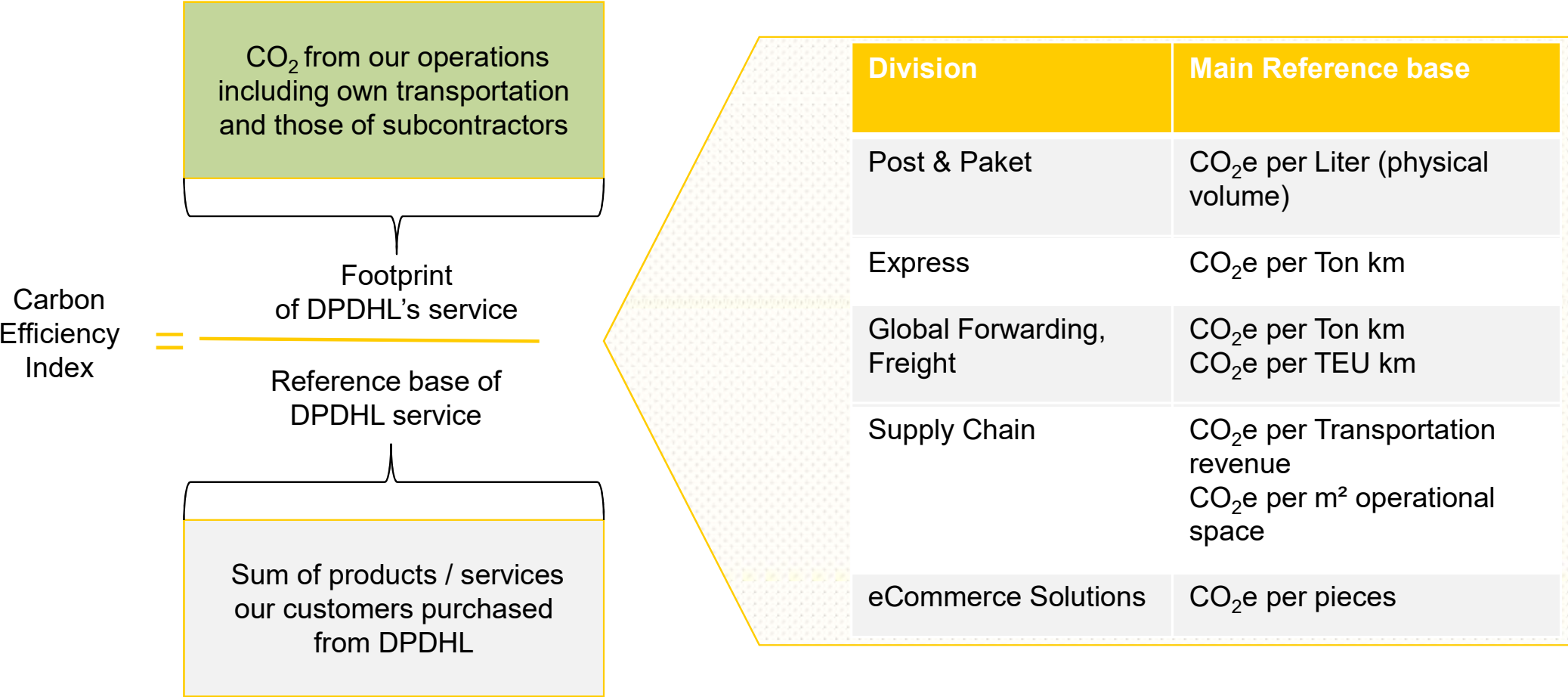
> 50% of our sales will incorporate Green Solutions

People Target

>80% of our employees to become certified GoGreen specialists. Plant one million trees a year with partners by 2025

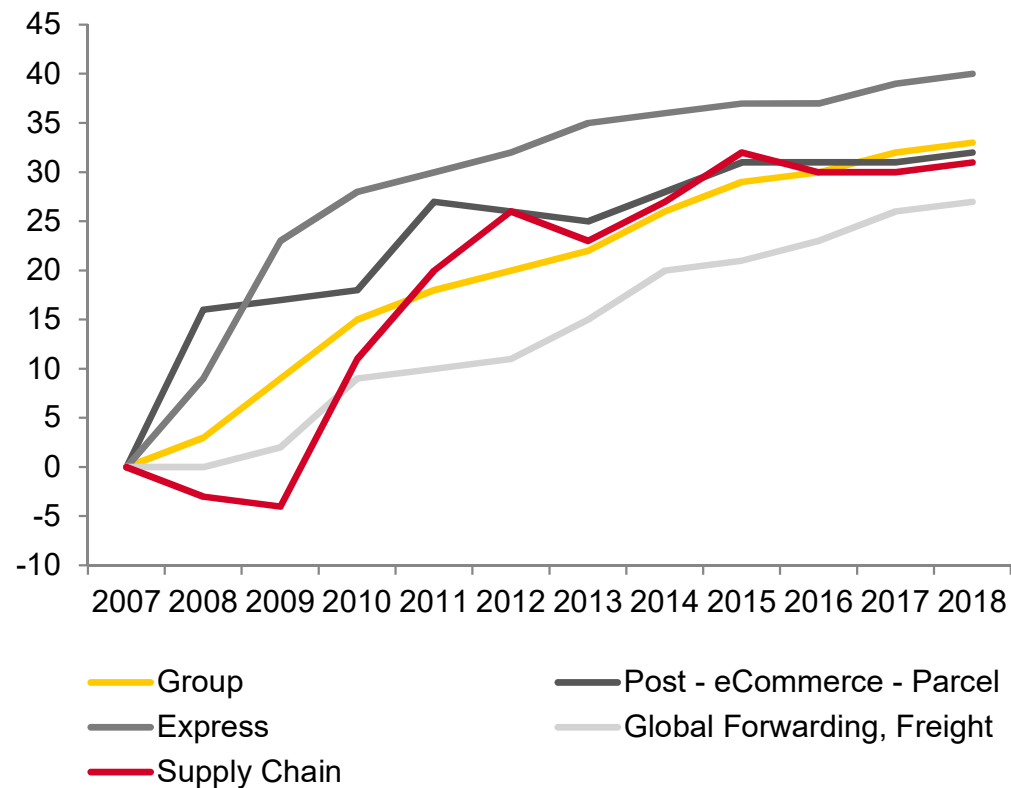


KEY EMISSION DRIVERS ARE REFLECTED IN CARBON EFFICIENCY INDEX



50% EFFICIENCY IMPROVEMENT BY 2025

DPDHL Carbon Efficiency Index



We control the development of greenhouse gas emissions using greenhouse gas efficiency, by measuring CO2 Efficiency Index (CEX).

We use internationally recognized standards such as the Greenhouse Gas Protocol (GHG) and also include emissions from our transport subcontractors (GHG-Scope 3).

Total 29.48 million tonnes CO₂e



64% Air transport



21% Road transport



13% Ocean transport



2% Buildings

CARBON EMISSION AND VOLUME DEVELOPMENT

Scope 1-3 Emissions 2013-18

	2013*	2018	CAGR	2018 yoy
Total emissions	28.31	29.48	0.8%	3.7%
Scope 1	5.13	6.3	4.2%	6.8%
Scope 2	0.49	0.27	-11.2%	-38.6%
Scope 3	22.69	22.91	0.2%	3.7%

Divisional Volume Development

	CAGR 2013-18	2018 yoy
TDI	8.2%	7.4%
Parcel	7.6%	7.5%
Mail	-3.1%	-4.2%
Ocean	2.8%	-1.0%
Air	-0.8%	-3.9%

Scope 1-3 Emissions 2018 development

Scope 1: Increase in transport volumes drives emission increase, only partially offset by efficiency measures.

Scope 2: Increased use of renewable energies in accordance to our Green Electricity Policy

Scope 3: First-time application of the 15% mark-up for indirect routes for ocean freight

*as reported in 2013

32% DECREASE OF EMISSIONS ON OWN FIRST AND LAST MILE SERVICES

Group vehicle fleet in 2018¹

Total 98,478 vehicles

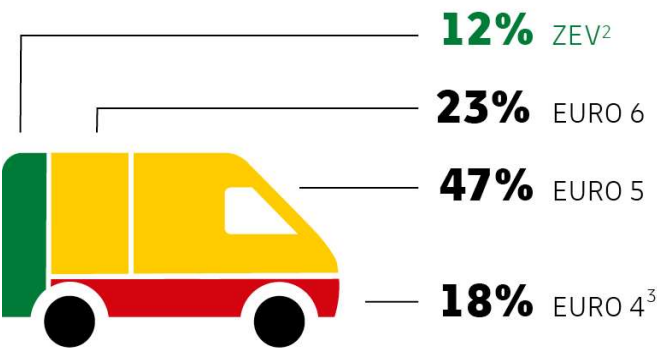


FUEL PRICES



Vehicles by emission class in 2018¹

Total 74,900

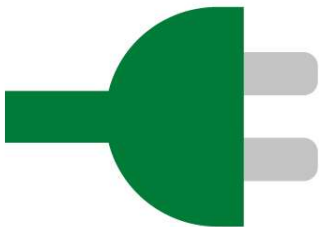


1 Not subject to review. 2 Zero-emission vehicles. 3 Includes Euro 3 (587), 2 (10) and 1 (1) vehicles.

Use of green electricity in 2018

Total 1,732 million kWh

77%
Green
electricity



23%
Standard
electricity

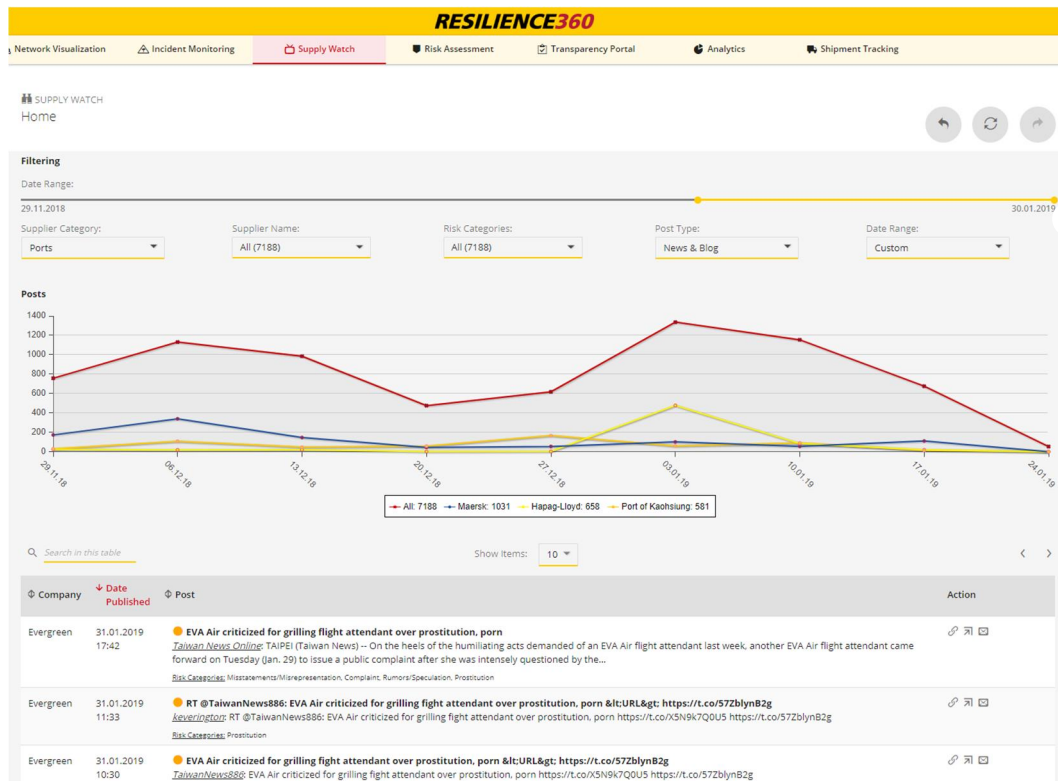
Vast majority of fuel costs passed on to customers via surcharges (EXP, DSC) or included in freight rates (DGFF) with no significant EBIT impact

RESPONSIBILITY IN PRODUCTS AND SERVICES



Source: DHL Logistics Trend Radar 2018/19, download full report at [dhl.com/trendradar](https://www.dhl.com/trendradar)

Fair & Responsible Logistics



Ensuring Responsible Supplier Behavior in Global Supply Chains

- DHL Supply Watch focuses on mitigating supplier risks in the supply chain, and ultimately encourages fair and responsible behavior from suppliers
- This system utilizes artificial intelligence (AI) to analyze vast and diverse data sources for telltale indicators of potential supplier problems
- Risks ranging from environmental to labor, social, and even crime are identified and used in strategic business continuity planning processes

Fair & Responsible Logistics



Urban Container Cubes / DHL Cubicycles

- The eco-friendly DHL Cubicycle can carry 125-kg containers for inner-city deliveries across several European cities
- This optimized container format replaces 60% of inner-city vehicle journeys
- Custom dimensions enable quick and easy transfer across different modes of transport (vehicles or cycles)
- Container can also be reloaded for outbound shipments, increasing sustainability and enabling circular economy concepts
- 1 Cubicycle substitutes 1 delivery truck = -8t CO₂ per year. 85 Cubicycles already in use

Fair & Responsible Logistics



StreetScooter

- Fast achievement of target costs
- Guarantee of optimal ergonomics
- Better visibility conditions and robustness
- Emotional enthusiasm of delivery staff
- Reduction of CO₂, local emissions and noise
- Hydrogen fuel cells and autonomous driving piloted in 2019

Economics

- 60-80% less fuel costs
- 60-80% less maintenance and repair costs
- Subsidized and no motor vehicle tax in Germany

ENVIRONMENT IMPORTANCE FOR OUR CUSTOMERS

Sustainability has become a clear business priority, placing green logistics solutions in high demand.

- 100% of our largest customers already have environmental protection programs in place.
- 82% of our largest customers have set their own environmental targets.
- 66% of our largest customers have set their own carbon targets.

Green products offered by Deutsche Post DHL Group

Green Optimization

- Carbon-efficient logistics
- Circular economy



Carbon Reports

- Reports
- Analyses
- Simulations



Climate Neutral

- Emission offsetting
- Climate protection projects

DPDHL GROUP ESG - OVERVIEW



1 ESG framework at DPDHL Group

2 Environment /GoGreen

3 **Social / People / CoC / SCoC**

4 Governance / 2 Tier / Remuneration

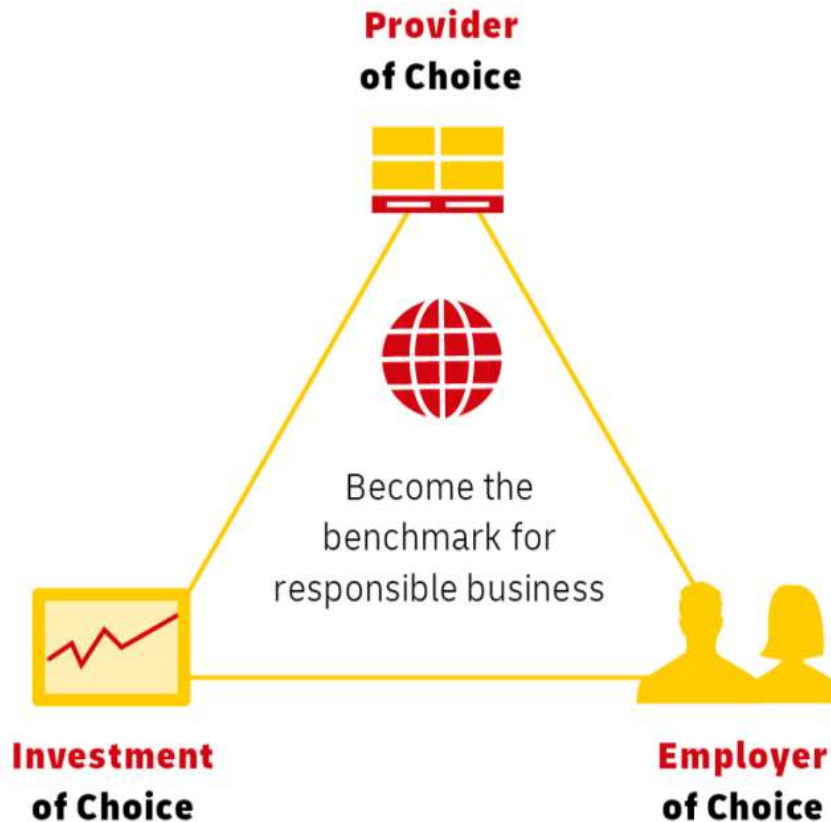
ISS QualityScore

SOCIAL

Highest Rating By
INSTITUTIONAL SHAREHOLDER SERVICES



3 BOTTOM LINES



Code of Conduct (Supplier Code of Conduct)

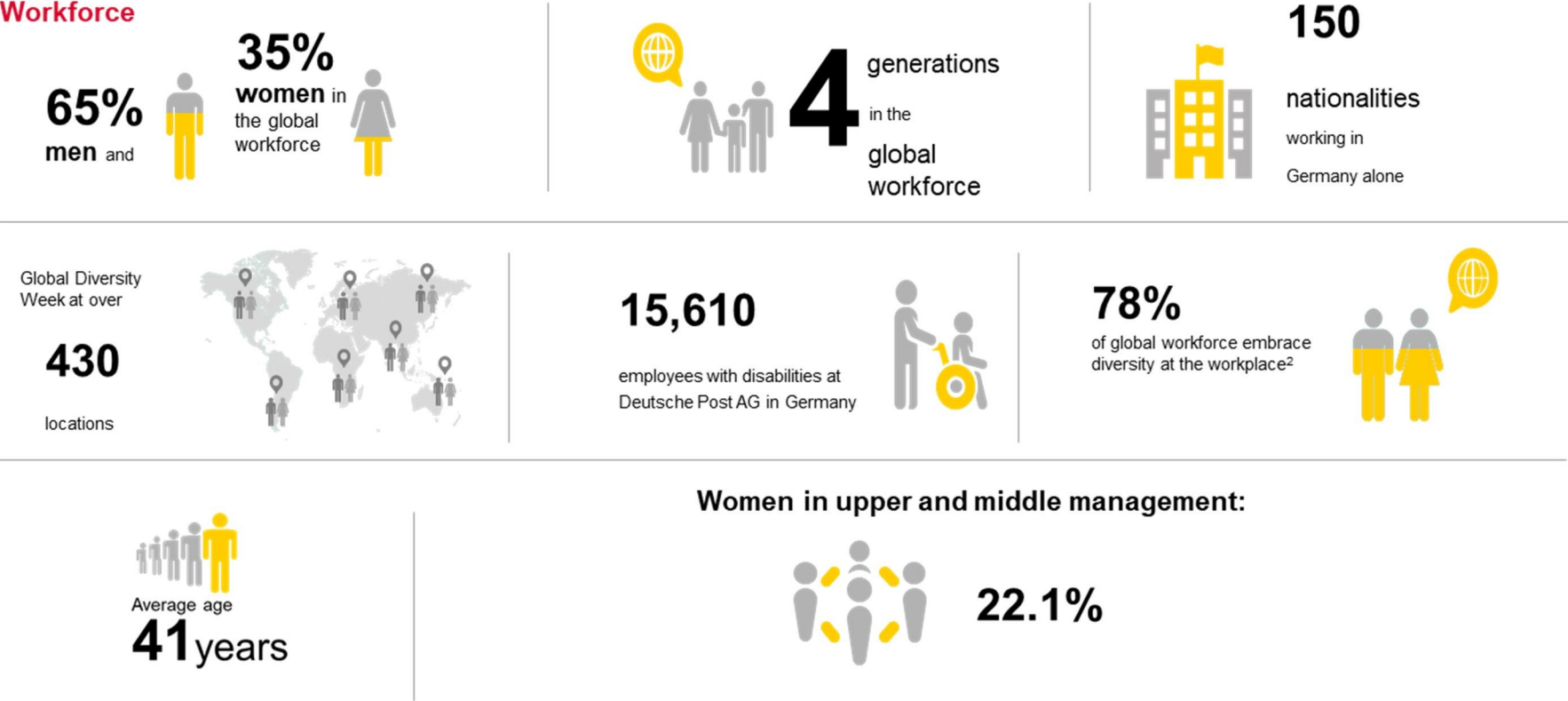


The key pillars are **respect, tolerance, honesty and candor as well as willingness to assume social responsibility**. The guidelines apply to all employees, irrespective of their place in the Group's hierarchy, and to divisions. Fundamental principles are **observance of human rights, equal opportunity, transparency, and clear stands in the battle against discrimination, bribery and corruption**

DIVERSITY@DPDHL: FACTS & FIGURES¹

DPDHL’s workforce consists of a diverse range of employees

Diversity of our Workforce



¹Source: DPDHL Group Corporate Responsibility Report 2018; ²Source: DPDHL Group, Employee Opinion Survey 2018

CODE OF CONDUCT AND THE SUPPLIER CODE OF CONDUCT – CONSTITUTE OUR HUMAN RIGHTS POLICY.



1 Together, the two codes constitute our human rights policy. We have therefore foregone formulation of a separate policy. 2 Guided by the principles of the Universal Declaration of Human Rights and the UN Global Compact with reference to the international Labour Organization (ILO) Declaration on the Fundamental Principles and Rights at Work from 1998 and the OECD Guidelines for Multinational Enterprises. 3 The term suppliers also refers to our transportation subcontractors. 4 Not available to the public.

1 – OCCUPATIONAL HEALTH & SAFETY POLICY STATEMENT



Reduce accident rate by 30% until 2025

- In line with the Group's "Safety First" approach, our occupational health and safety organization has made accident prevention its top priority
- Within this framework we empower and engage managers as well as employees in recognizing workplace hazards and taking appropriate action
- While legal compliance will always have the highest priority, we are determined to apply international standards for workplace safety

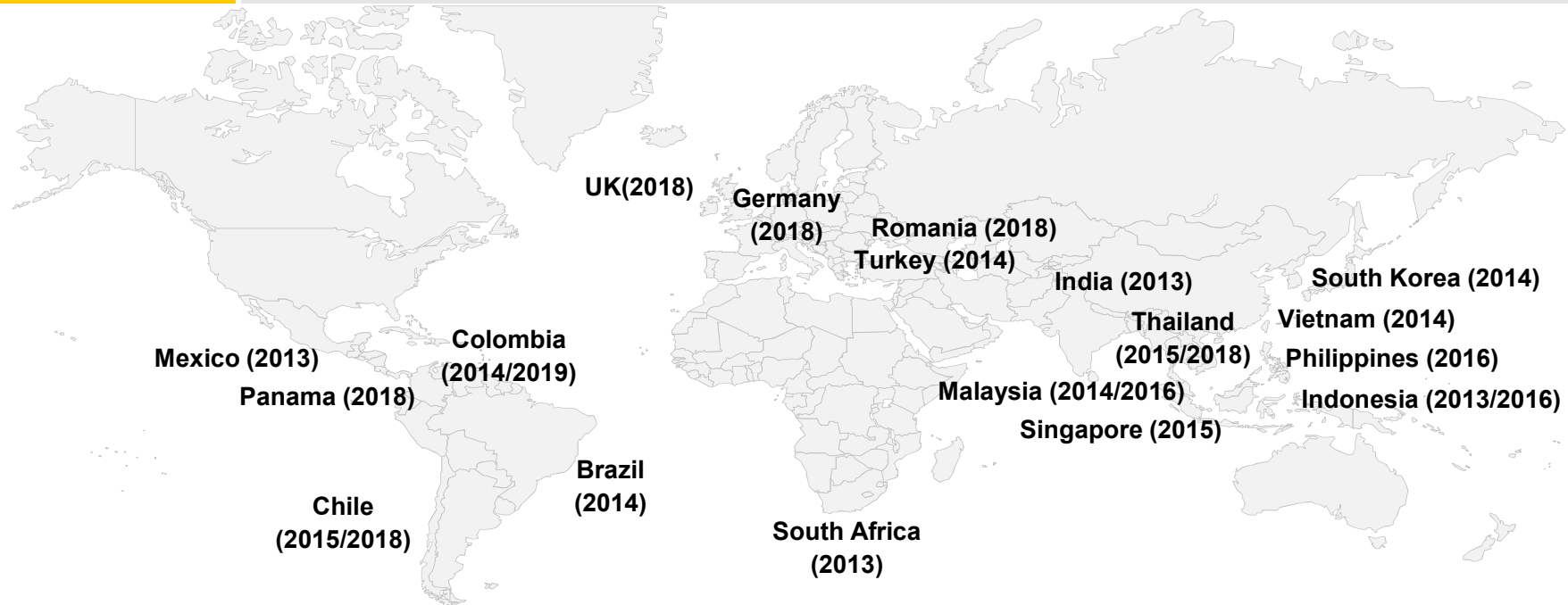
Our internal guidelines/programs

- OHS Mission Statement
- Road Safety Code
- DPDHL Group Health and Safety Awards

2 – EMPLOYEE RELATIONS / HUMAN RIGHTS DUE DILIGENCE 2013 - 19

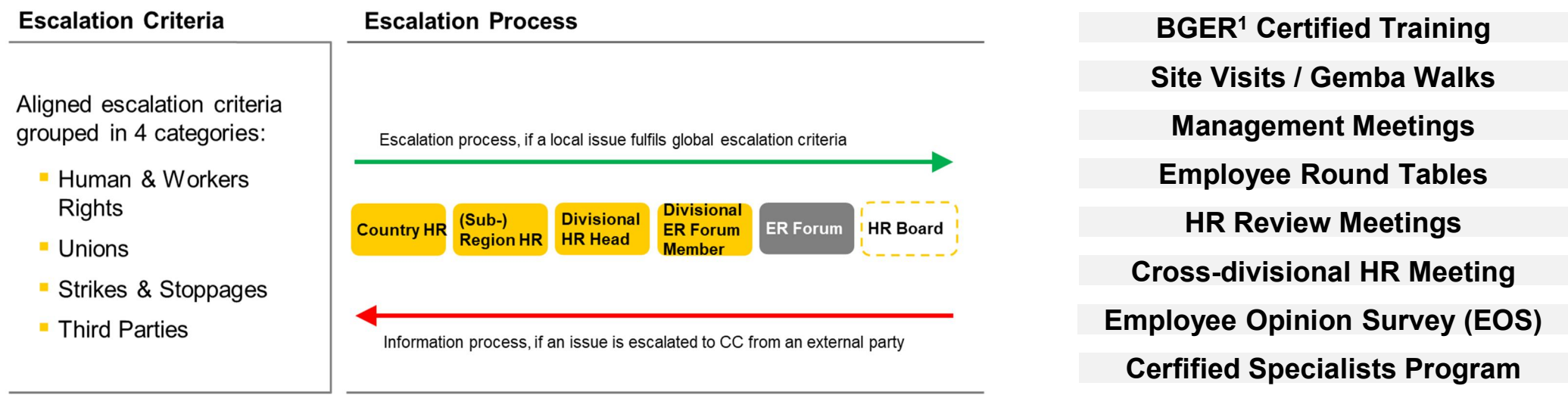
Objectives

- Anticipate ER risks in one business before it impacts another
- Proactively manage local ER issues before they escalate globally
- Show customers and investors we take ER seriously
- Adhere to international standards (UN Guiding Principles, SDGs, German NAP)



2 – EMPLOYEE RELATIONS MANAGEMENT SYSTEM

The “Employee Relations (ER) Reviews” are a part of our ER Management System and the due diligence process in line with the UN Guiding Principles on Business and Human Rights issued in 2011



1) Building Great Employee Relations

3 – COMPLIANCE MANAGEMENT SYSTEM

Code of Conduct introduced in 2006

The rules for ethical conduct defined in our Code of Conduct are broken down in more detail in our Anti-Corruption Policy

The aim is to prevent violations of our own standards and legal requirements

Compliance hotline

- Available 24 hours a day worldwide
- Anonymous tips are possible – where permitted by law
- Accessible in some 150 countries
- Web application and telephone hotline
- >30 languages

Elements of the Compliance Management System



4 – DPDHL GROUP DATA PROTECTION



DPDHL Group Data Privacy Policy is aligned with GDPR

- Policy, embedded in Code of Conduct, and rules are applied globally and every employee needs to go through training to be familiar with the requirements of the policy and GDPR
- GDPR leads to an extension of information obligation and an adjusted request management
- To ensure application we do audits on the level of implementation of the GDPR requirements and verifying their conformity (through Privacy Impact Assessments)
- Distinct roles and bodies within data protection Management (Including: Corporate data protection officer, Data protection officials and Country Data Protection Counsels, Data privacy circles, Data protection steering committee and Data protection network)

5 – OUR ETHICAL STANDARDS: EXAMPLES FROM SUPPLIER COC

Child labor

Suppliers shall not employ children under the prevailing legal age of employment. In countries where no legal provisions exist, the minimum hiring age for minors shall be 15.

Forced labor

Suppliers shall not use any form of forced, bonded, or involuntary labor. Suppliers shall ensure that employees are not required to pay fees or make payments of any kind in return for employment. Punishments and physical and mental coercion are prohibited.

Compensation and working hours

National laws and binding industry standards apply with regard to working hours, overtime and compensation. Suppliers must pay employees promptly and provide them with clear and concise information about the basis on which they are paid.

Diversity

Suppliers shall promote an inclusive work environment in which the diversity of its employees is valued. Suppliers shall not discriminate or tolerate discrimination with respect to gender, race, religion, age, disability, national origin or any other characteristic protected by law.

Freedom of association and collective bargaining

Suppliers' employees are free to join or not to join a union or employee representative body of their choice. In addition, suppliers shall recognize and respect the right to collective bargaining within the framework of the applicable law.

DPDHL GROUP ESG - OVERVIEW



1 ESG framework at DPDHL Group

2 Environment /GoGreen

3 Social / People / CoC / SCoC

4 Governance / 2 Tier / Remuneration

GERMAN 2-TIER BOARD SYSTEM / SUPERVISORY BOARD COMPOSITION

Two-tier system



Targets for the Supervisory Board's composition and skills profile

- ✓ Reflect DPDHL's international activities adequately
- ✓ Independence¹ of at least 75 % helps to guarantee integrity of accounting process and ensure independence of auditors.
- ✓ Independence Avoid conflicts of interest affecting Supervisory Board members
- ✓ At least 30 % women
- ✓ Particular international knowledge and experience either by origin, education or professional experience
- ✓ Provide competent advice on fundamental future issues, in particular digital transformation.
- ✓ Sufficient expertise of accounting or financial statement audits incl. international developments in accounting.

¹as defined in number 5.4.2 of the German Corporate Governance Code

DPDHL GROUP: BOARD OF MANAGEMENT

CFO DPDHL GROUP



Melanie Kreis

Member since Oct 14
Appointed until Jun 2022

CEO DPDHL GROUP



Frank Appel

Member since Nov 2002
CEO since Feb 2008
Appointed until Oct 2022

HR, Corporate Incubations



Thomas Ogilvie

Member since Sep 2017
Appointed until Aug 2020

P&P Deutschland



Tobias Meyer

Member since Apr 2019
Appointed until Mar 2022

Express



John Pearson

Member since Jan 2019
Appointed until Dec 2021

Forwarding, Freight



Tim Scharwath

Member since Jun 2017
Appointed until May 2020

Supply Chain



John Gilbert

Member since Mar 2014
Mandate until Mar 2022

eCommerce Solutions



Ken Allen

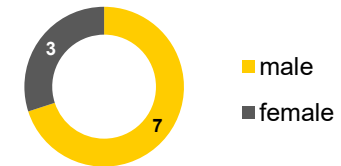
Member since Feb 2009
Appointed until Jul 2022

DPDHL GROUP: SUPERVISORY BOARD

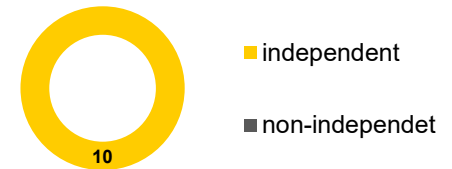
Director	Independence*	Gender	Outside Boards**	Executive Committee***	Finance and Audit Committee***	Personnel Committee***	Mediation Committee***	Nomination Committee***	Strategy Committee***
Dr. Nikolaus von Bomhard	●	M	0	C		x	C	C	C
Dr. Günther Bräunig	●	M	1						
Dr. Mario Daberkow	●	M	0						
Ingrid Deltene	●	F	3	x					
Werner Gatzner	●	M	0	x	x			x	
Prof. Dr. Henning Kagermann	●	M	3						x
Simone Menne	●	F	2		x				
Roland Oetker	●	M	0			x	x		x
Dr. Stefan Schulte	●	M	0		C				
Prof. Dr.-Ing. Katja Windt	●	F	1						

*Independence definition according to number 5.4.2 of the German Corporate Governance Code; **Number of mandates at external public company Boards; *** C = Chairman

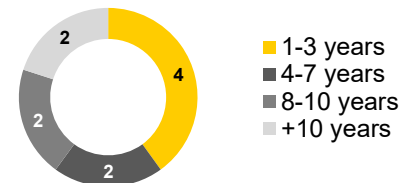
Gender diversity



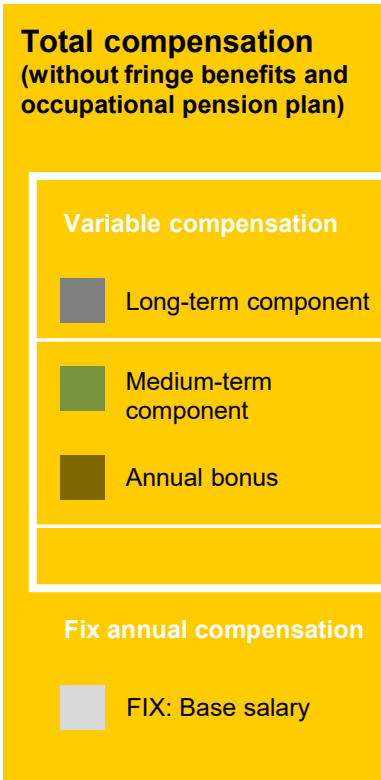
Independence



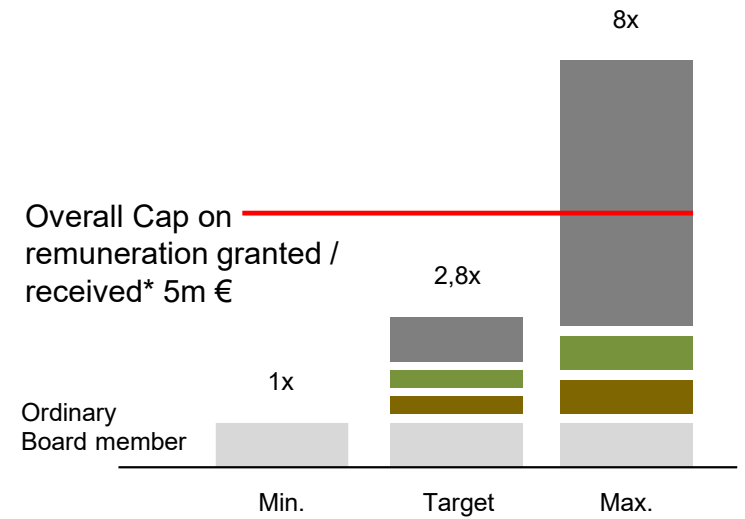
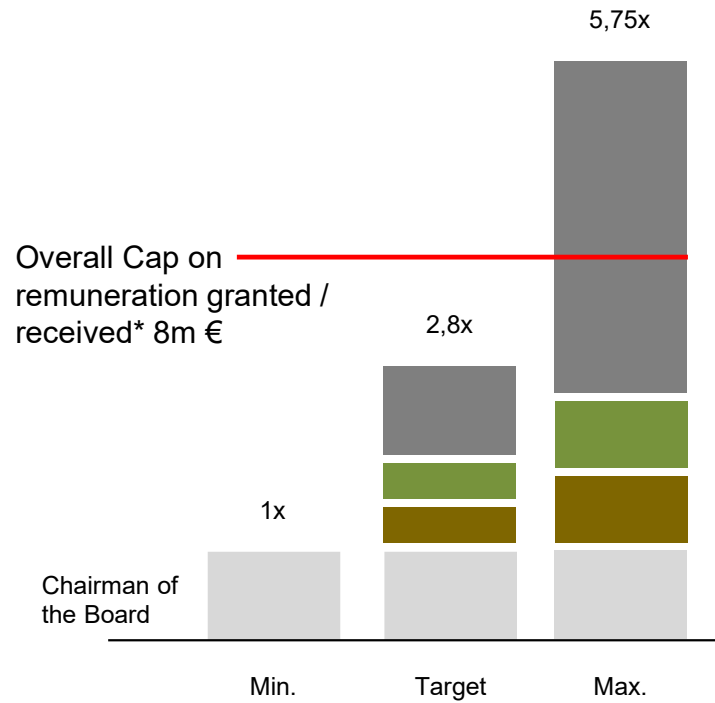
Tenure



BOARD OF MANAGEMENT REMUNERATION: COMPONENTS

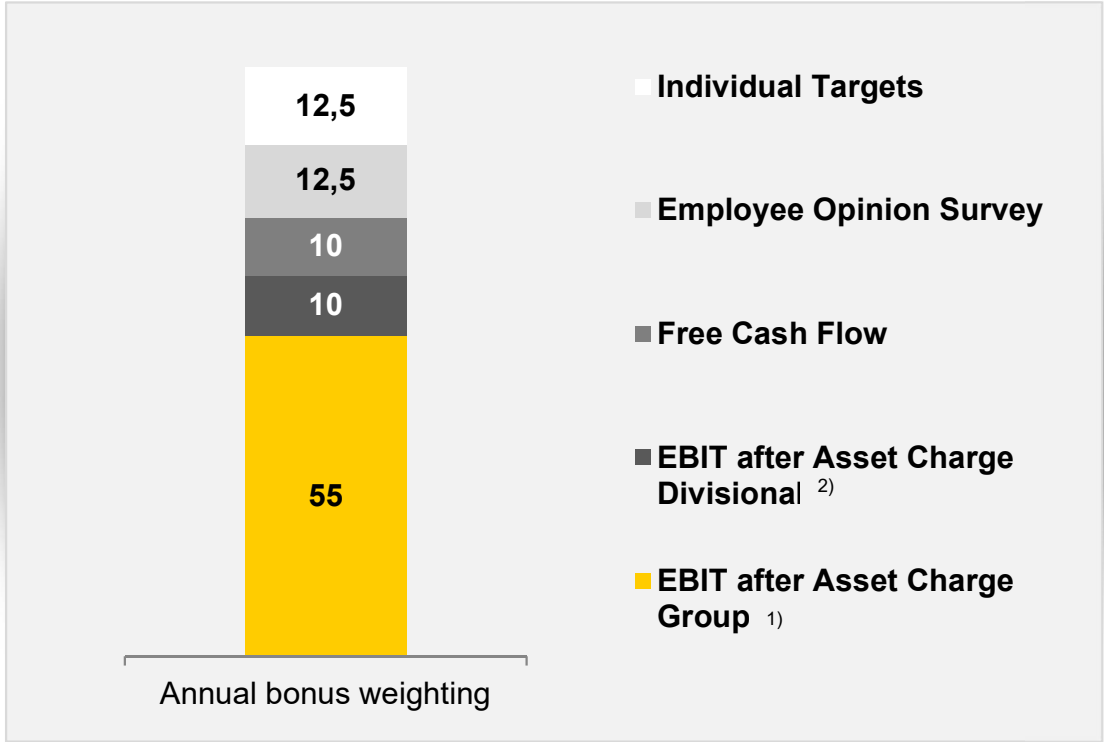


*starting 2022

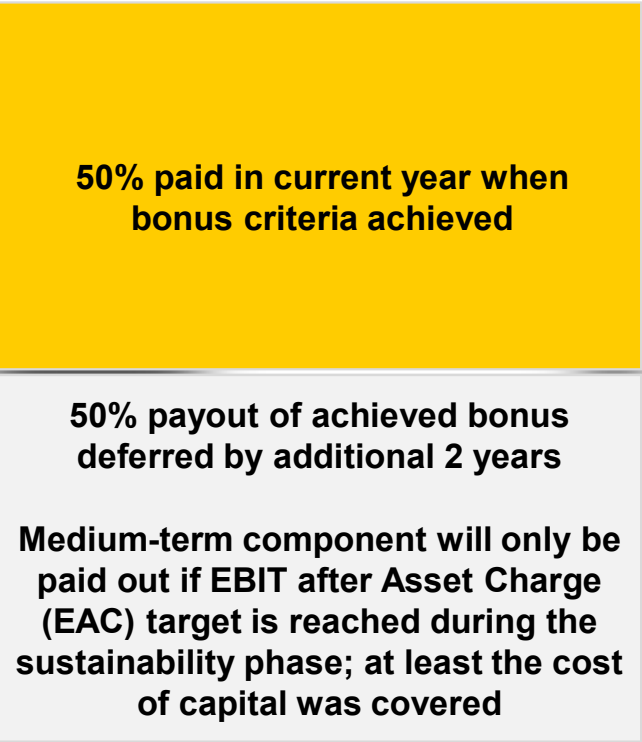


BOARD OF MANAGEMENT REMUNERATION: ANNUAL BONUS & DEFERRAL

Annual bonus criteria



Bonus payment schedule



¹For Dr Frank Appel, Melanie Kreis and Dr Thomas Ogilvie, the weighting is 65%.

²Only for the Board of Management members responsible for the Post - eCommerce - Parcel, Express, Global Forwarding, Freight and Supply Chain divisions.

BOARD OF MANAGEMENT REMUNERATION: LONG-TERM COMPONENT

Cash remuneration linked to the company's share price performance

Participation in **Long-Term Incentive Plan (LTIP)** requires personal investment of 10% of annual base salary

We comply with the requirement regarding the ability to retain or reclaim (clawback) variable remuneration in justified cases by making the granting of LTIP components (SARs) dependent upon the attainment of previously stipulated goals

1- Allocation of LTIP

1/3 Share price performance vs competitors

1/3 Strategic individual targets

1/3 Digital transformation targets

2- Exercisable Options

SAR performance targets	Thresholds	Number of exercisable SARs
Performance versus STOXX Europe 600	+10%	1/6
	+0%	1/6
Absolute increase in share price	+25%	1/6
	+20%	1/6
	+15%	1/6
	+10%	1/6

BOARD OF MANAGEMENT REMUNERATION: REMUNERATION CAPS

Total caps limit the maximum annual payout

- Remuneration granted in financial year capped to €8 million for CEO, €5 million for ordinary board members (excluding fringe benefits)

Adjusted methodology from 2022 includes 2nd cap

- Remuneration received in a single financial year does not exceed €8 million for CEO, €5 million for ordinary board member, caps on received remuneration

Overall cap on remuneration granted Example: 2018

Remuneration components included

- 2018 base salary
- Proportion of 2018 annual bonus for immediate payout
- Deferral from 2018 annual bonus
- Long-Term Incentive Plan 2018 tranche
- 2018 pension expense (service cost)

Overall cap on remuneration received Example: 2022

Remuneration components included

- 2022 base salary
- Proportion of 2022 annual bonus for immediate payout
- Deferral from 2020 annual bonus
- Long-Term Incentive Plan 2016/2017/2018 tranches¹
- 2022 pension expense (service cost)

¹The time the tranches are paid depends on when they are exercised within the two-year period.

DPDHL GROUP ESG – RANKINGS AND SDG´S



1 ESG framework at DPDHL Group

2 Environment /GoGreen

3 Social / People / CoC / SCoC

4 Governance / 2 Tier / Remuneration

5 Rankings and SDG´s

INDICES RANKS / SCORES

CR-rating-agencies

					
Rating					
A-	Confirmed listing in FTSE Index series since 2002	Prime Status; Rating C+	AAA rating; listing in MSCI index series	Listing in DJSI 1 Dow Jones Sustainability Indices World and Europe	Leader

Topic-specific indices (focus diversity and inclusion)

Bloomberg Gender Equality Index	Thomson Reuters IX Global Diversity & Inclusion Index
Rating	
Follow-up confirmation	Follow-up confirmation

Provider ratings

Ecovadis	Responsible Business Alliance
Rating	
Gold Level; top 1% of suppliers assessed	"Low risk" category

OUR COMMITMENT TO THE UN SUSTAINABLE DEVELOPMENT GOALS

SDG 4 Ensuring quality education and promoting lifelong learning opportunities for all.

SDG 8 Promoting sustainable global trade and economic growth.

SDG 11 Minimizing air pollution in cities and supporting recovery efforts following natural disasters.

SDG 13 Minimizing the environmental impact of our business activity.

SDG 17 Collaborating with the UN and other partners to ensure that the impact of our social and environmental activities is sustained over the long term.



INVESTOR RELATIONS CONTACTS



Martin Ziegenbalg
+49 228 182 63000
m.ziegenbalg
@dpdhl.com



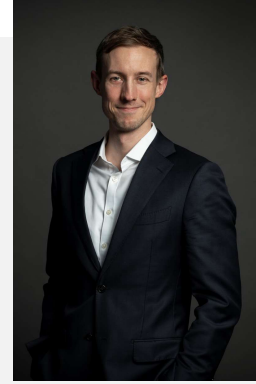
Robert Schneider
+49 228 182 63201
robert.schneider1
@dpdhl.com



Sebastian Slania
+49 228 182 63203
sebastian.slania
@dpdhl.com



Sarah Bowman
+1 212 381 3463
sarah.bowman
@dpdhl.com



Christian Rottler
+49 228 182 63206
christian.rottler
@dpdhl.com



Agnes Putri
+49 228 182 63207
a.putri
@dpdhl.com



Dominik Gies
+49 228 182 63636
dominik.gies
@dpdhl.com