



INVESTOR PRESENTATION

Investor Relations
Deutsche Post DHL Group
August 2020

DPDHL Group Summary

Strategy 2025

Divisional Deep-Dives

Group Financial Backup



Q2 2020 Key Highlights

- As pre-released, Group EBIT back to growth in Q2 2020
- Strong cash flow development further testifies fundamentally strong operating performance
- Position of strength allows to carefully steer cash utilization between balance sheet safety, employee bonus, growth investments and shareholder returns

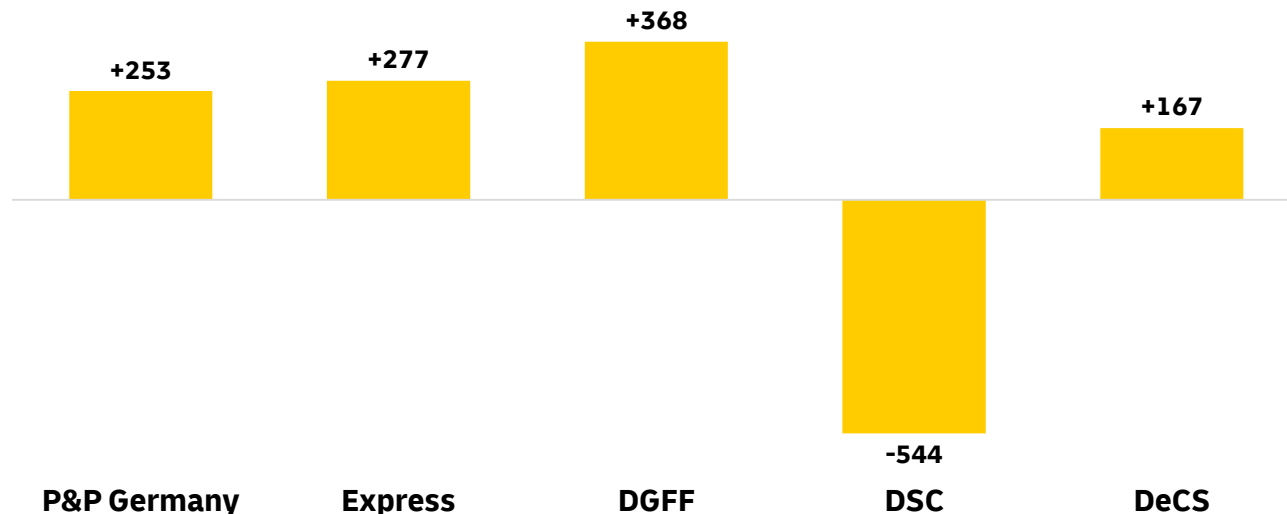


Q2 2020 Group Revenue

GROUP
€15,959m
€+479m
(+3.1%)

Revenue growth yoy

All in €m



Organic Growth

Group:
+4.6%

+7.0%

+7.9%

+11.2%

-13.1%

+17.4%

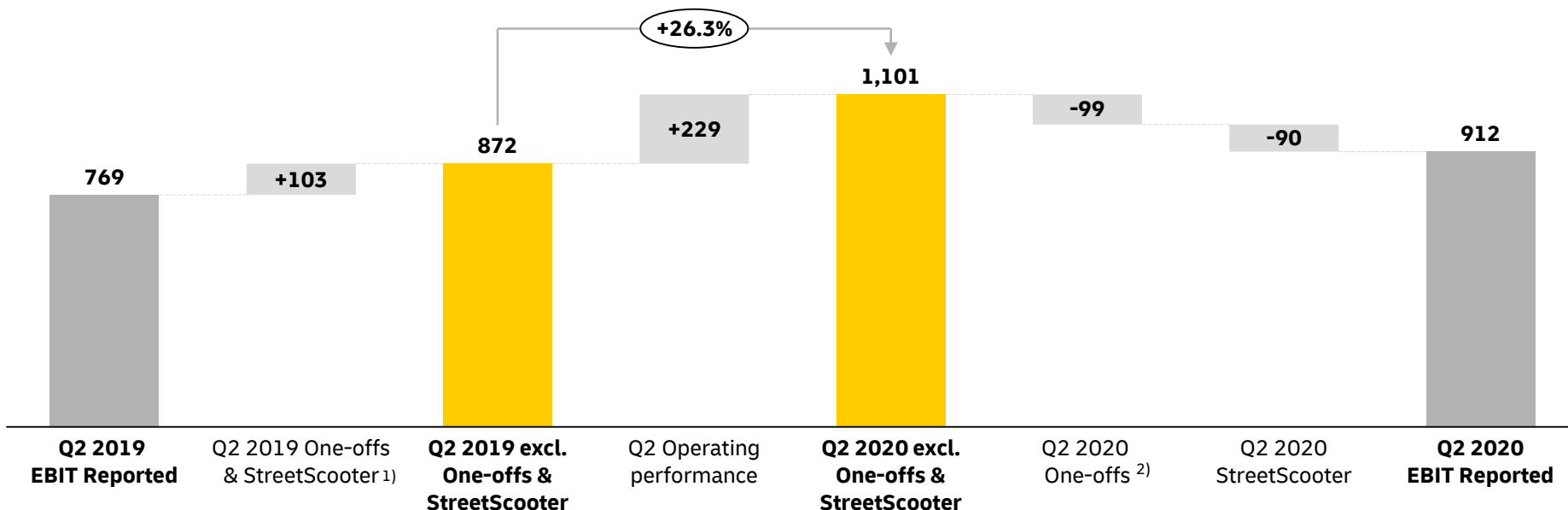
EBIT back to growth in Q2

GROUP EBIT €912m (+18.6% yoy);

+26.3% excl. 2019 One-offs, StreetScooter & 2020 asset impairments

Note: No separation of COVID-19 impacts

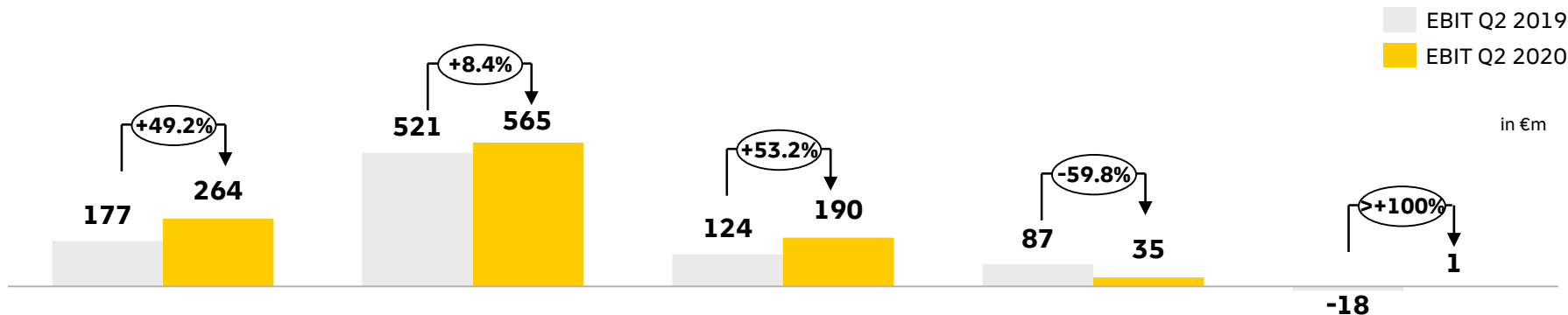
in €m



1) Q2 2019, One-offs: €-53m DSC restructuring costs, €-28m DeCS restructuring costs; StreetScooter: €-22m

2) Q2 2020, One-offs: €-99m asset impairments triggered by lockdown

Q2 2020 EBIT, Divisional results and main drivers



Q2 2020 Comments

- EBIT growth mainly reflects measures initiated in 2018 (overhead reduction, yield management,...)
- Parcel acceleration offsets volume decline in Dialogue Marketing

- TDI volumes flat yoy, recovering from April trough
- Higher network cost balanced by cost & yield measures and higher ACS (air capacity sales) revenue

- Tight AFR market drives strong AFR gross profit and EBIT increase
- Internal process optimization ongoing

- Low activity levels & temporary shut-down of several customer operations
- Profit contribution supported by customer portfolio and cost measures

One-offs yoy: Q2 2019: €-53m restructuring charges; Q2 2020: €-62m asset impairment

- Strong growth in B2C
- On track towards positive profit contribution in 2020

One-offs yoy: Q2 2019: €-28m restructuring charges; Q2 2020: €-30m asset impairment

Q2 2020 Cash Flow

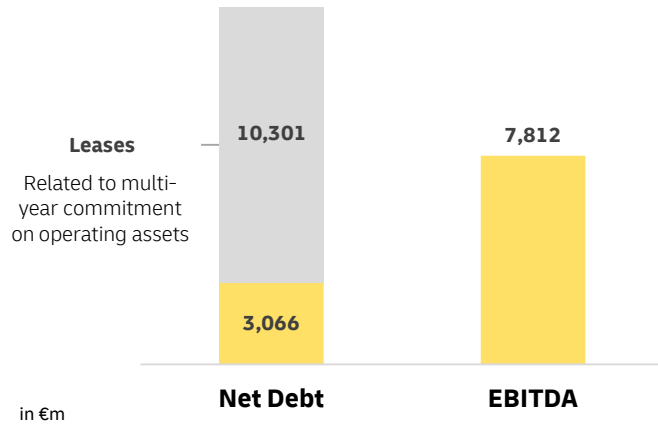
in €m	Q2 2019	Q2 2020	vs. LY
EBIT	769	912	+143
Depreciation/amortization	918	942	+24
Change in provisions	-10	113	+123
Income taxes paid	-235	-157	+78
Other	4	-7	-11
Changes in Working Capital	-181	-157	+24
OCF	1,265	1,646	+381
Net Capex	-1,188	-443	+745
Net cash for leases	-572	-562	+10
Net M&A	-8	-4	+4
Net interest	-44	-32	+12
Free Cash Flow	-547	605	+1,152
FCF (excl. B777 payments)	196	640	+444

incl. B777 payments:
€35m in 2020; €743m in 2019

Strong balance sheet and liquidity position

1.7x

Net Debt / EBITDA
(31.12.2019)



LIQUIDITY

No financial covenants on bonds and syndicated credit facility

€4.6bn

Cash & cash
equivalents (30.06.20)

€2.0bn

Syndicated credit facility
runs until 2024 (undrawn)

>€1.5bn

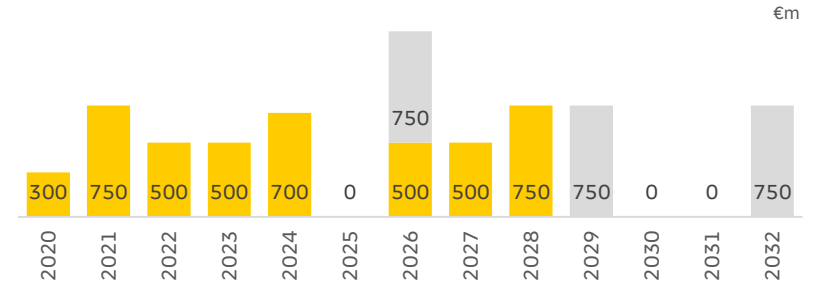
Bilateral credit
lines (undrawn)

~€500m

2020 maturities
on financial
liabilities

Maturity Profile, Senior Bonds

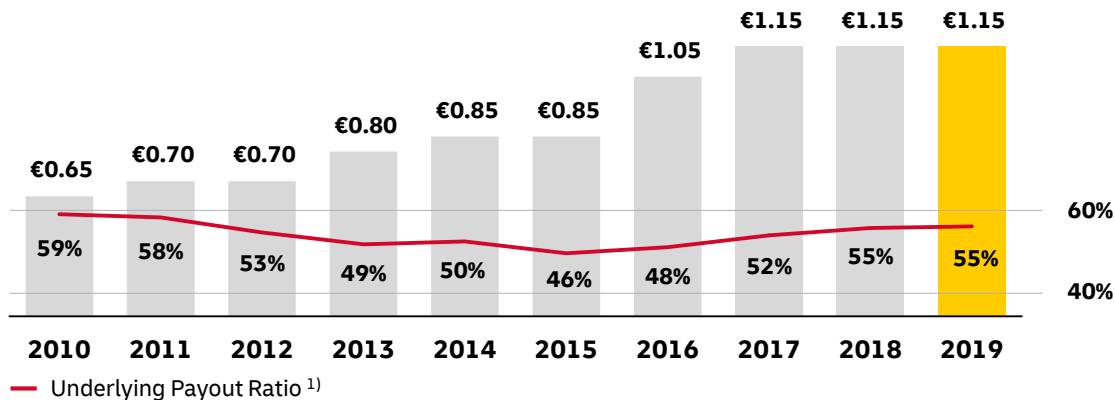
Average time to maturity 5.9 years



■ New bonds issued on May 13th 2020
Coupons: 0.375% (6-year), 0.75% (9-year), 1% (12-year)

Shareholder Returns defined by Finance Policy; 2020 dividend continuity assured

Dividend proposal of €1.15 for FY 2019, stable yoy



Dividend payment of €1.4bn to DPDHL shareholders to be proposed at AGM on Aug 27th

1) Adjusted for non-recurring items when applicable

FINANCE POLICY

- Target / maintain rating BBB+
- **Dividend payout** ratio to remain between **40–60% of net profit** (continuity and Cash Flow performance considered)
- **Excess liquidity** will be used for **share buybacks** and/or **extraordinary dividends**

2020 EBIT guidance: Confirmed as introduced on July 7th, 2020

in € bn

EBIT	2020
Group	3.5-3.8
P&P	~1.5
DHL	2.8-3.1
Corp. Functions	~ -0.75

Reported EBIT includes:

- ~ €-300m related to asset impairments (Q2, €-99m) & one-time payment (Q3e, ~ €-200m)
- One-time costs related to non-core business (StreetScooter, ~ €-400m)

	2020
FCF	~1.4
Gross Capex (excl. leases)	~2.9
Tax Rate	22-24%

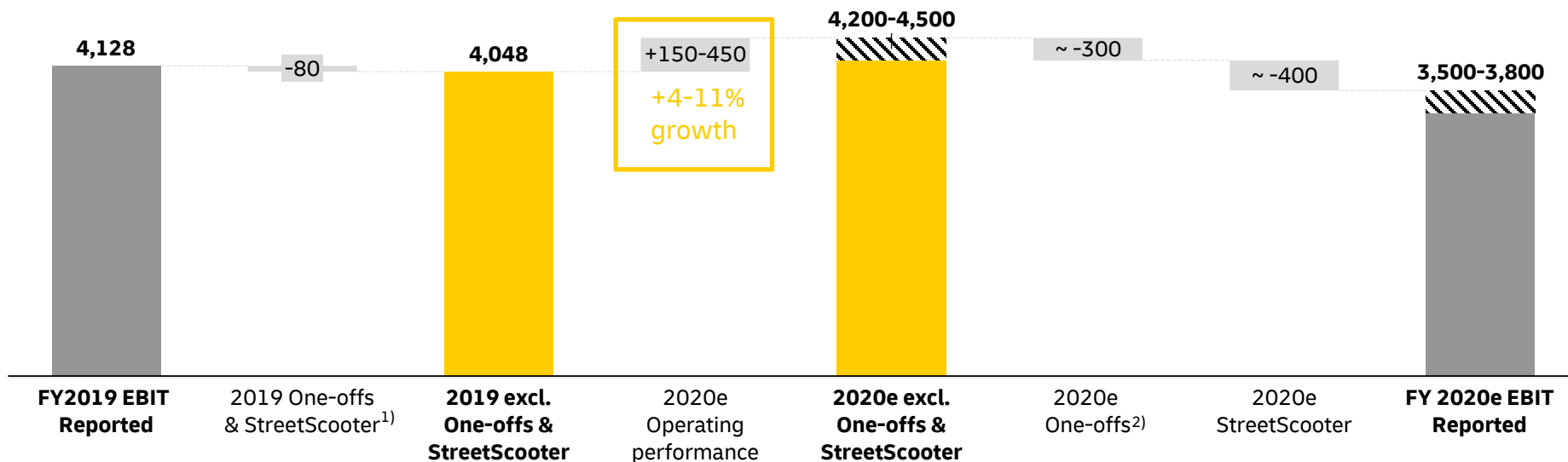
FCF and Capex guidance includes ~ €300m Express intercontinental fleet renewal (B777) and ~ €-200m one-time payment

2020 Guidance: What is factored in

GROUP EBIT guidance: €3.5-3.8bn, including

- €-99m asset impairments (Q2 2020)
- ~ €-200m one-time payment (expected Q3 2020)
- ~ €-400m StreetScooter

in €m



1) 2019 One-offs: €+426m DSC China disposal, €-151m DSC restructuring costs, €-80m DeCS restructuring costs, €-115m StreetScooter

2) 2020 One-offs: €-99m asset impairments triggered by lockdown (Q2), ~€-200m one-time payment (Q3e)

2022 Guidance: Confirmed as updated on July 7th, 2020

All targets to be rolled
forward annually

Post-Covid Recovery 2022 EBIT

V-shape **> €5.3bn**

U-shape **~ €5.1bn**

L-shape **~ €4.7bn**

2020-22 cumulative

FCF **€5.0 - 6.0bn**

Gross Capex
(excl. leases) **€8.5 - 9.5bn**

DPDHL Group Investment Case Summary

EARNINGS

- Sustainable growth from diversified global market leader
 - Clear agenda for improving profitability
-

CASH FLOW

- Continued investments for profitable growth
 - Strong balance sheet and cash generation
-

SHAREHOLDERS' RETURN

- Long-term Finance Policy defining sustainable shareholder returns
-

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Group Financial Backup

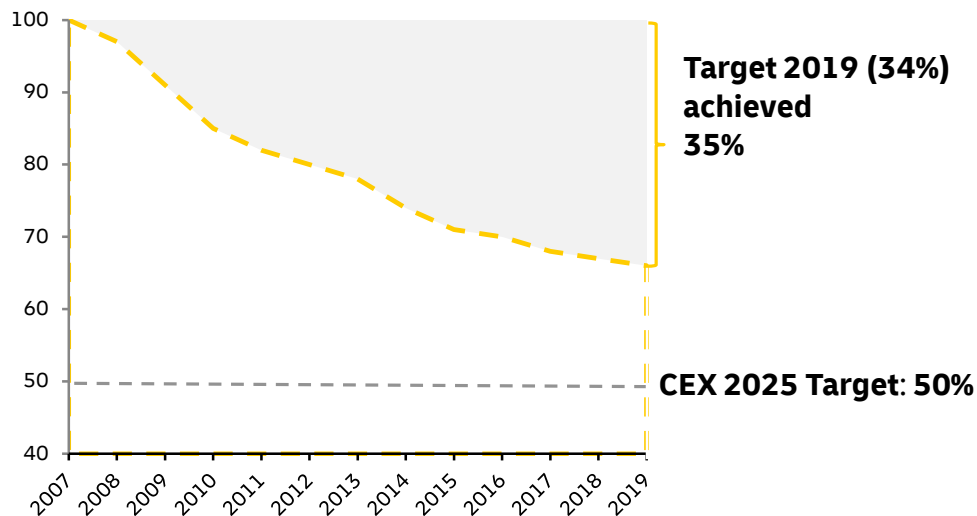


STRATEGY 2025: Delivering Excellence in a digital world



Sustainable development: CO2 efficiency improved by 2 further index points

CEX* measures efficiency of greenhouse gas emissions



*CEX: Carbon Efficiency Index

Long-term target: Zero CO2 emissions by 2050

Measures to reduce emissions – examples

- Leader in electric mobility: ~11,000 Streetscooter in delivery operations; >30% of deliveries are emission-free
- >80% of group electricity from renewable sources
- >3m trees planted since 2017



Core logistics offers sustainable growth opportunity

Focus on profitable growth in our core

> Market growth assumption by division (volume p.a., 2018-2025)

- P&P: Parcel +5-7%, Mail -2% to -3%
- EXP: TDI +4-5%
- DGFF: OFR +2-4%; AFR +1-3%; RFR +3-4%
- DSC: Outsourced logistics ~+4% (revenue)
- DeCS: Driving revenue CAGR of 5-10% across all businesses

> Expected growth vs. Market



At least in line:
P&P, EXP, DSC, DeCS



Above:
DGFF

- Supported by unchanged strong yield discipline in all divisions



Summary divisional outlook: Strategy 2025

**As presented at Capital
Markets Day in Oct 2019**

P&P Germany

- Beyond 2020, slow topline growth with stable margin

EXPRESS

- Continued growth of absolute EBIT
- Continued, but more incremental margin expansion

DGFF

- DGF GP-EBIT conversion improvement of 100-200bps p.a.
- Long-term target: ~30% DGF conversion driving 5-6% DGFF EBIT margin

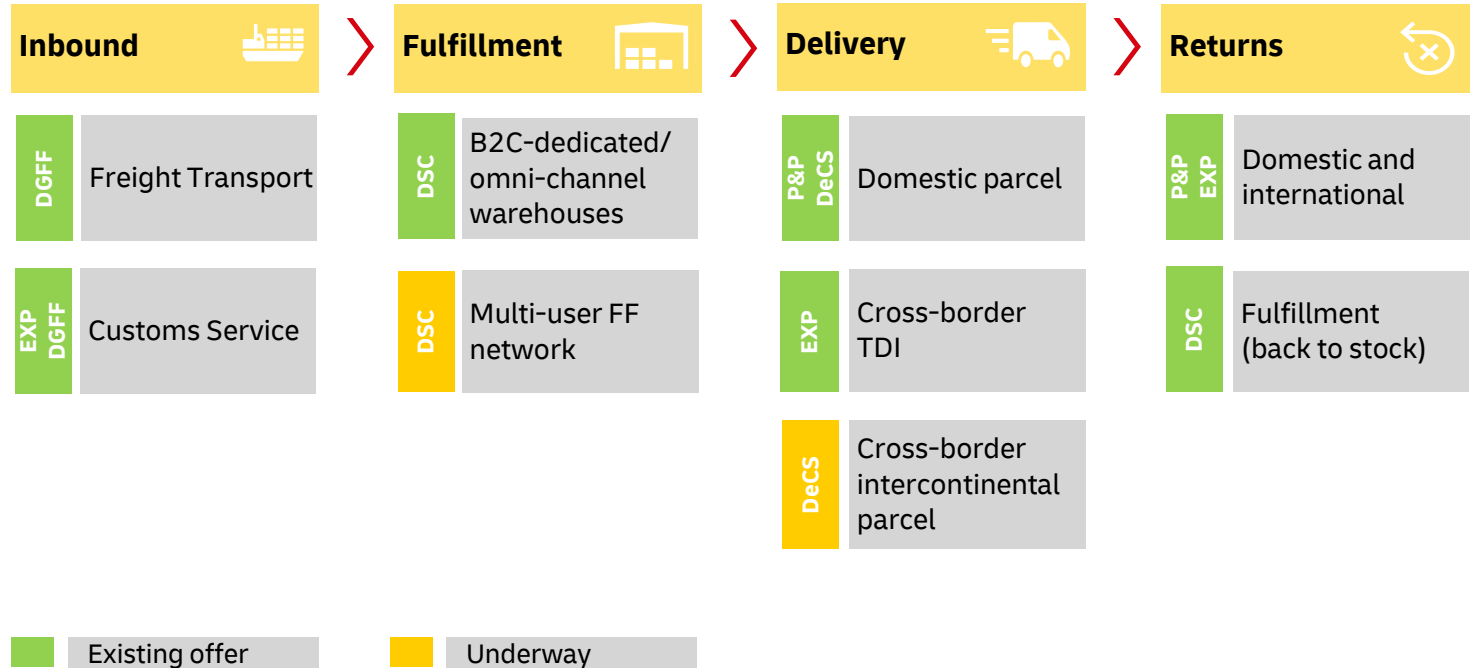
DSC

- Topline growth at least in line with market
- Maintain industry leading margin at ~5%

DeCS

- Gradual increase towards 5% long term margin thereafter

E-commerce: We offer the entire logistics value chain



DPDHL Group Summary

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P&P Germany: Revenue up 7% as Parcel growth & yield measures more than offset DM volume decline

Q2 2020 yoy	Volume	Revenue
Mail Communication	-3.0%	+4.4%
Dialogue Marketing	-27.2%	-27.0%
Parcel Germany	+21.4%	+28.1%

- As previously communicated, DM showed significant reduction in advertisement volumes during lockdown
- MC volumes holding up well, revenue increase driven by yield measures
- Parcel volume growth significantly higher than usual – stronger revenue growth reflects regular, annual yield measures as well as mix effects



P&P Germany: To have in mind for 2020

- **Mail: Shift from DM to MC / elasticity effects**
 - Fundamental trend in Mail volume decline confirmed at -2% to -3%
 - However, temporarily stronger volume decline of -5% to -6%*, due to changes to product structure and price elasticity
 - Positive revenue effects anticipated due to price increases and structural changes to product portfolio

→ **EBIT impact neutral**
- **Parcel: Expected reduction in Amazon volumes**
 - Overall volume increase expected to be slower at 0 to +5%*
 - Stronger revenue than volume growth due to focus on yield

→ **EBIT impact considered in guidance**
- **Current wage agreement expiring end of May**

*Pre Covid-19

P&P Germany: Top strategic priorities

Strategy 2025 divided into two horizons

Refocus on core market in Germany (2019/ 2020)

- Price increases
- Quality improvements
- Indirect cost measures (overhead)
- Direct cost measures (productivity)

In 2020: Phase over to Roadmap 2025

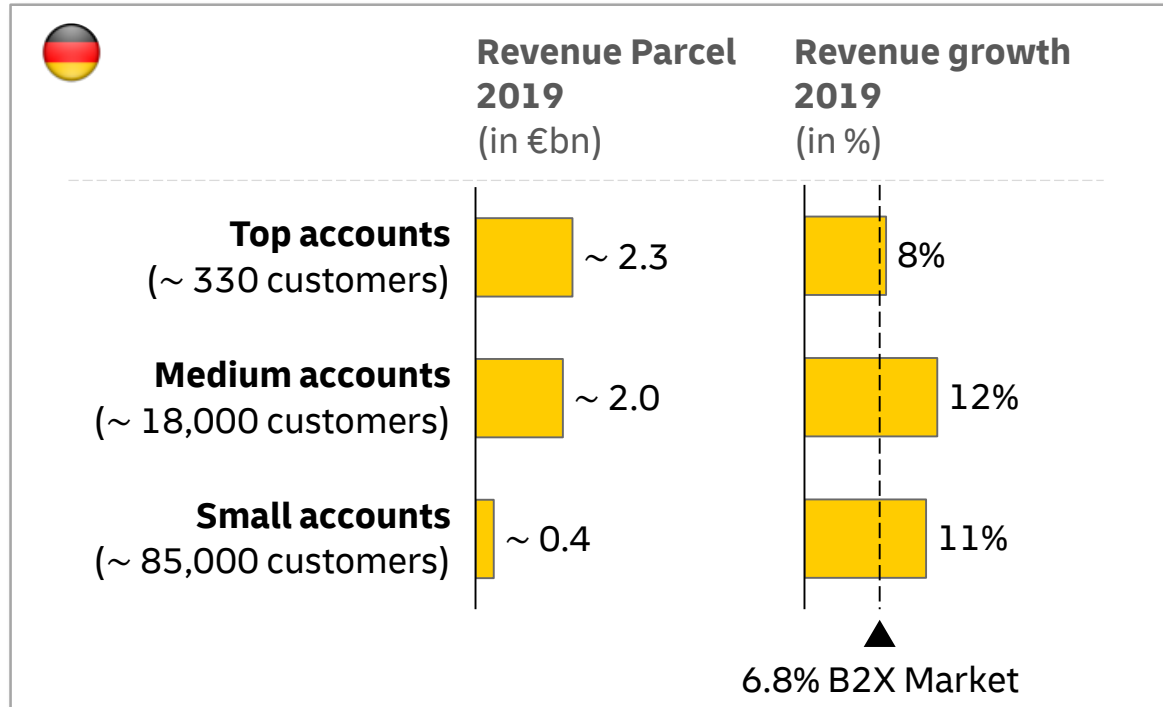
- Optimized asset concept including real estate and new sorting concept for mid-sized shipments
- New features and boost of Packstation
- Accelerate digitalization in operations

Digitalization @ P&P

P&P Germany: Products and Pricing

P&P revenue FY19: €15.5bn		Pricing
Mail Communication €5.3bn	Ex-ante products – <i>private customers</i>	Jul 2019: 10.6% increase for 2019-2021 period (incl. international)
	Partial services – <i>business customers</i>	2019: No increase, 2020: 3-4% through reduction of discounts
Dialogue Marketing €2.1bn	Addressed and undressed advertisement mailings, campaigns (both digital & physical)	Partially increased in 2019-2020
International €2.2bn	In- and outbound Germany shipments	Depends on the product category: Partially increased in 2019-2020
Other €0.9bn	Press, pension services, retail	Partially increased in 2019-2020
Parcel Germany €4.8bn	Business customers <div> Top accounts (~330 customers) Middle accounts (~18k customers) Small accounts (~85k customers) </div>	Stronger increase than historically
	Private customers	Listed prices in retail outlets and online

P&P Germany: Parcel growth driven by all customer segments



Digitalization in P&P Germany

Postage

Simply use your mobile phone to add postage



End 2020

Mobile stamps

Notification

Always know *which* shipment is on the way...



Summer 2020

Notification and copy

Tracking

... and *where* it currently is



Starting in 2021

Letter tracking

Receiving/sending

Receiving and sending parcels around the clock



Until 2021



Starting in 2021

Packstation expansion

7,000 Packstations through 2021

and the new self-service kiosk solution **Post & Paket 24/7** that will offer basic mail and parcel services starting in 2021



Now available



Mobile parcel stamps and returns



Fall 2020

15-minute notification

Ramp-up 2020



Live parcel tracking

P&P Germany: Financial Outlook

As presented at Capital
Markets Day in Oct 2019

Market (2018 – 25)

Market growth assumptions

- Mail volume:  decline of -2 to 3% p.a.
- Parcel volume:  growth of +5 to 7% p.a.

Expected growth vs. market



IN LINE



AT LEAST IN LINE

Capex Outlook

- Capex p.a. between €500-600m for 2020-2022
- Expansion of Parcel infrastructure (e.g. Packstation, hubs, depots, fleet), new sorting concepts and digitalization

EBIT Outlook

Beyond 2020

- Slow topline growth with stable margin

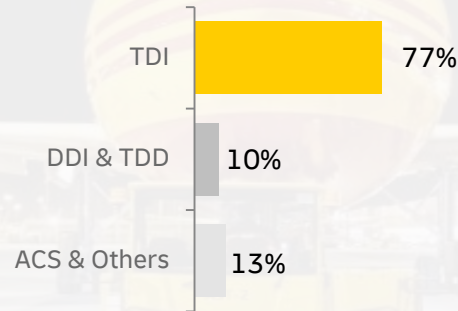
DHL Express are the 'Experts in Export and Import'

The Profitable Core

Time Definite International (TDI) service for premium, cross-border delivery of time-critical parcels and documents

Revenue Mix¹⁾

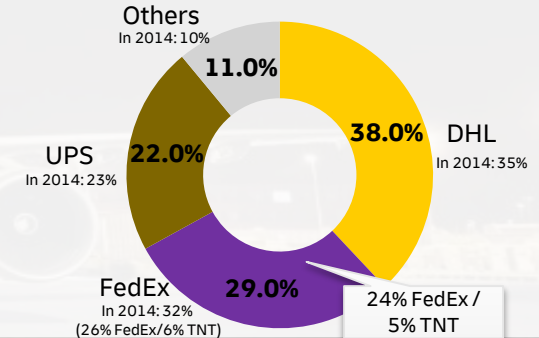
(€bn, FY 2019)



¹⁾ TDI: Time-Definite International, DDI: Day-Definite International, TDD: Time-Definite Domestic, ACS: Air Capacity Sales & Other Products & Services

Global TDI market²⁾

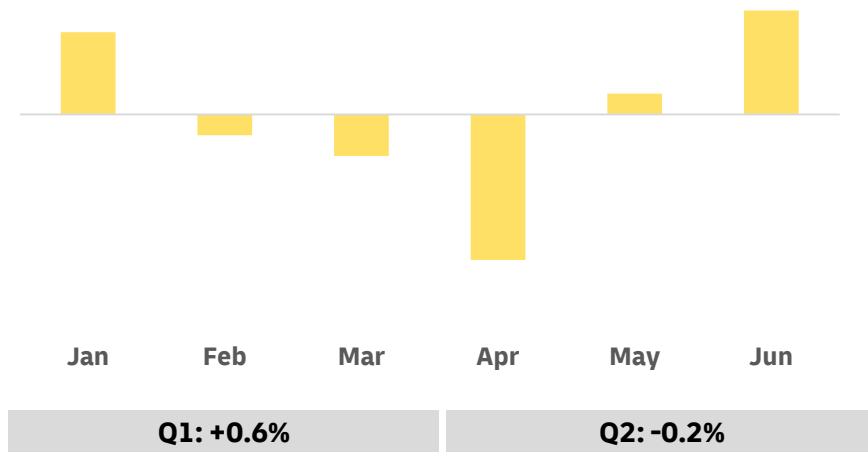
(2016)



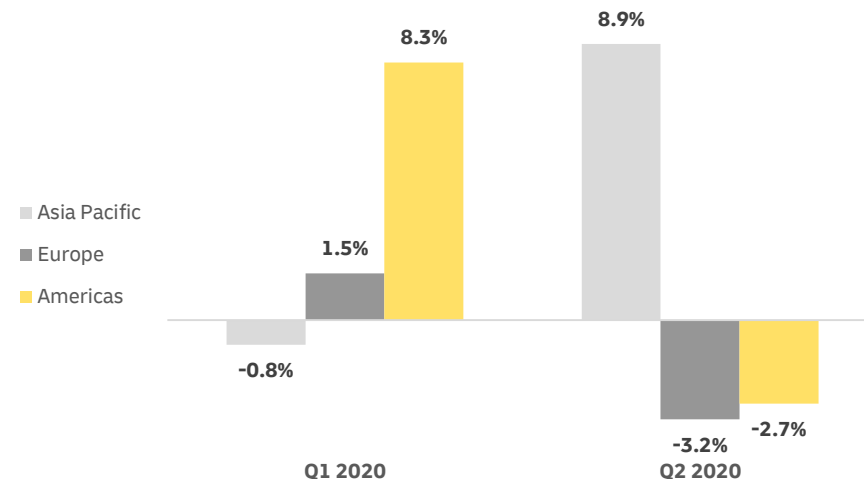
²⁾ Source: Market Intelligence 2017, annual reports

Express TDI volume recovering from April trough

Global TDI SpD*, YoY Growth



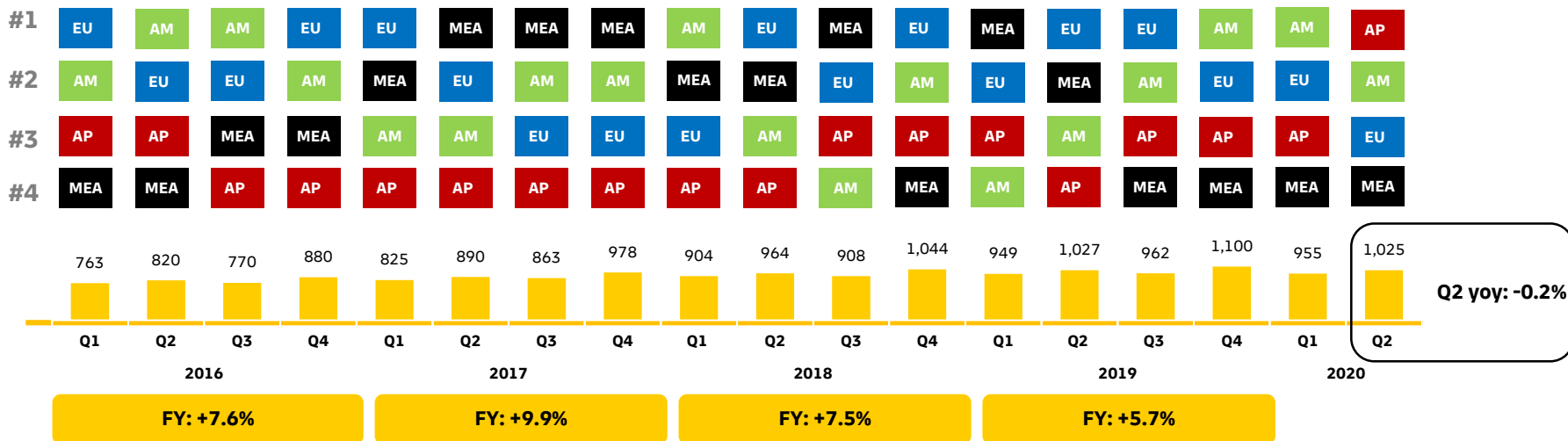
TDI SpD* by Region, YoY Growth



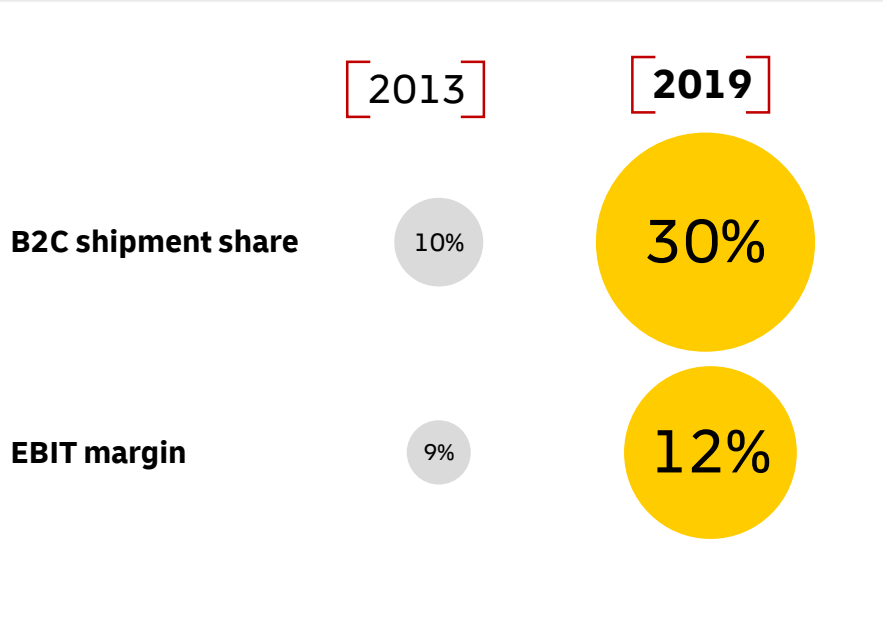
*SpD: Shipments per Day

Express: Leading global footprint drives well supported TDI growth in 2019

TDI volume growth, quarterly growth ranking



E-commerce is a Profitable Growth Driver for DHL Express



We grow B2C profitably because 90% of the KPIs perfectly suit our network

- SpD** Volume growth drives better utilization of existing network
- WpS** Lower weight per shipment
- RpK** Higher Revenue per Kilo related to lower WpS
- First mile** More pieces per stop at pickup
- Hub sort** Better utilization of existing infrastructure, with high degree of conveyables
- Airlift** Better utilization of existing capacity, with lower WpS being advantageous
- Last mile** Residential delivery to private households

Intercontinental Fleet: Use Replacements as Opportunity to Move Towards Higher Ownership Structure

Dedicated fleet (w/o feeders)

2010: ~150 planes

2019: >200 planes



Owned Lease

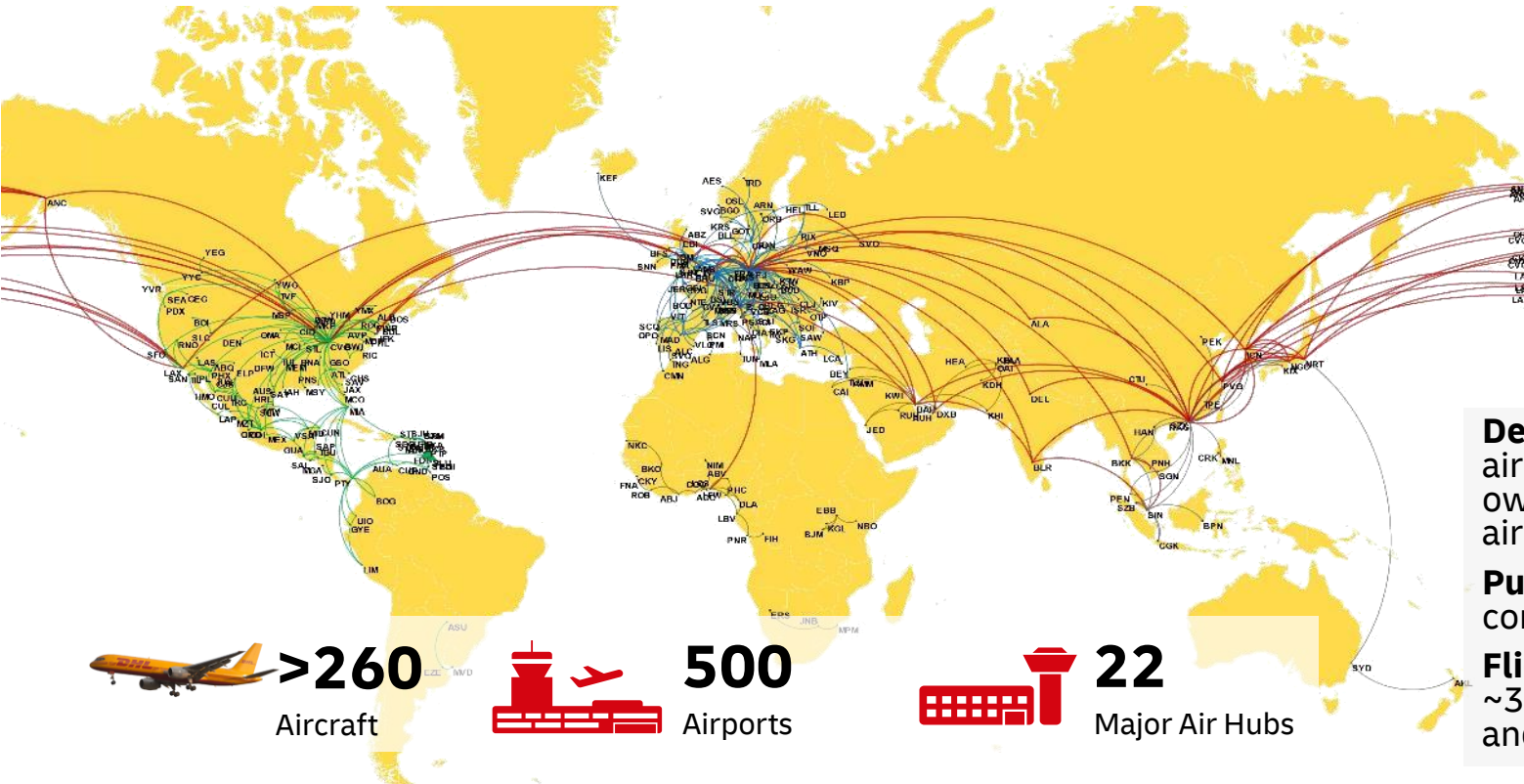
2010-18: fleet expansion

- Expansion based on successful virtual airline model – gradual shift in mid-sized, regional segment from leases to ownership
- Today: well balanced fleet regarding ownership and maturity – ownership structure of intercontinental fleet still more tilted towards leases

Outlook

- Order for 14 Boeing 777s signed, in-line with intentions announced at May 2018 CMD – first 4 planes delivered in 2019
- New aircraft are capacity neutral but bring significant cost, efficiency and reliability benefits
- Any further fleet expansion to be carefully considered in line with market growth expectations

DHL Express: Virtual Airline Model



DHL Express: Financial Outlook

As presented at Capital
Markets Day in Oct 2019

Market (2018 – 25)

Market growth assumptions

- TDI volume growth: 4-5%

Expected growth vs. market



AT LEAST IN LINE

Supported by unchanged strong yield discipline

Capex Outlook

- Excl. current replacement order for Boeing 777s, Capex flat around 2018 level of €~1bn for next 2-3 years
- Investment in expansion and digitalization along whole value chain (air & ground fleet, hubs/gateways/depots)

EBIT Outlook

- Continued growth of absolute EBIT
- Continued, but more incremental margin expansion

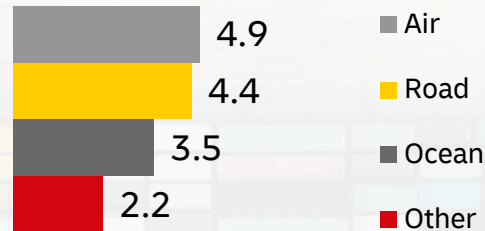
DGFF: The foundation for further success has been laid

The Profitable Core

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

Revenue Mix

(€bn, FY 2019)



Market Position

(2018)



DGFF: Increase in GP/unit in AFR and OFR drives strong Q2 performance

Q2 2020 yoy	Air Freight (AFR)	Ocean Freight (OFR)
Volumes	-13.7%	-19.6%
Gross Profit	+42.4%	-15.3%
GP/EXP t; GP/TEU	+65.1%	+5.2%

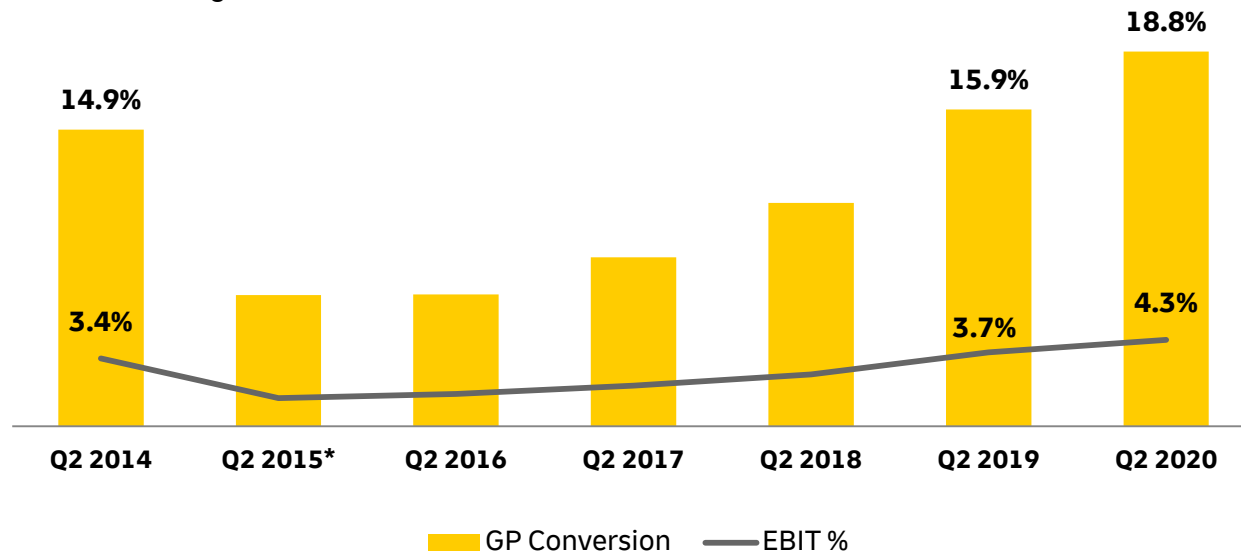
- Very strong and unusual GP development in AFR due to extremely tight market
- Size and strong relationships with carriers and customers key to find & match capacity
- Internal process optimization ongoing: CargoWise roll-out considered completed in OFR and >30% in AFR – new digital customer portal myDHLi successfully launched



DGF: EBIT growth supported by further GP-to-EBIT conversion improvement

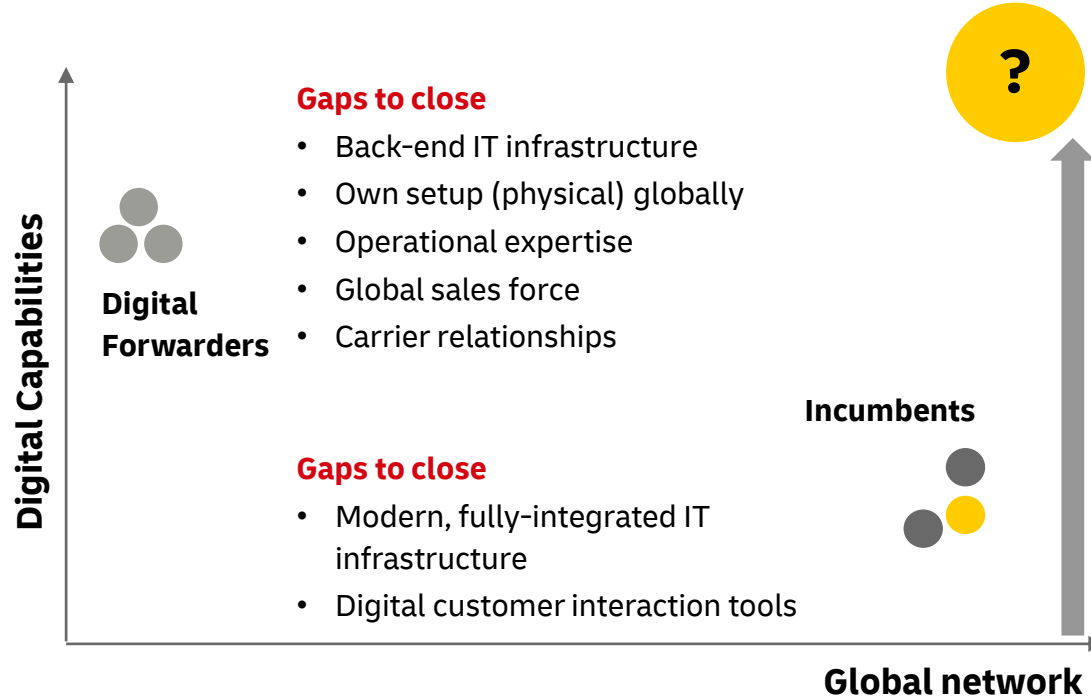
DGF EBIT margin and GP/EBIT conversion

12-months rolling

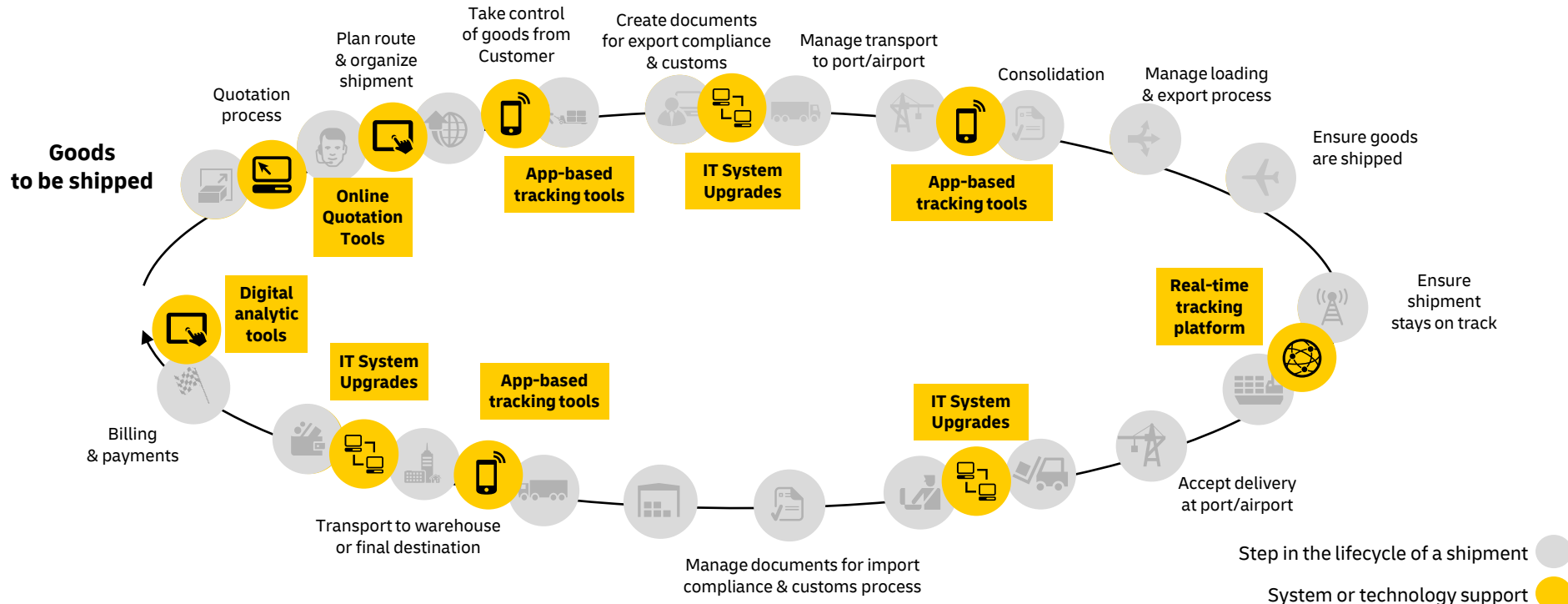


*Adjusted for NFE one-off

DGFF – Emerging new rivals do not pose imminent risk of disruption



The lifecycle of a shipment is a complex process and technology investments are key to success



CargoWise1 Rollout progressing well Benefit realization started



Ocean Freight

considered completed



Air Freight

>30% completed

Complete CargoWise1 roll-out by 2021



With IRR & Digital Customer Interaction DGF is enhancing customer experience while increasing operational efficiency

myDHLi

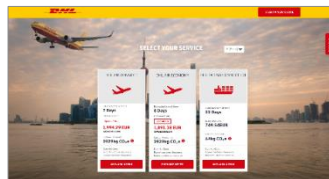
360° VISIBILITY

COLLABORATION

FULL ACCESS

MANAGED BY CUSTOMER

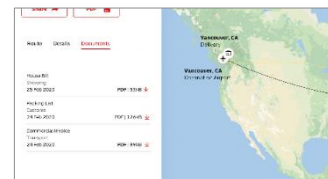
External



QUOTE + BOOK



TRACK



DOCUMENTS



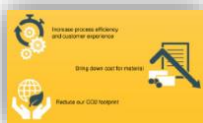
ANALYTICS

IT Renewal Roadmap (IRR): Our Digital Backbone established

Internal



New TMS



Paperless forwarding



Quotation tool



Track + trace / shipment visibility



Steering Logic



... and many more

DGFF: Financial Outlook

Market (2018 – 25)

Market growth assumptions

- Air Freight +1-3% ; Ocean Freight +2-4%
- Road Freight +3-4%

Expected growth vs. market

 **ABOVE**

Aligned with unchanged focus on GP optimization and profitable growth

Capex Outlook

- Flat / slightly increasing from FY 2018 levels (€110m)
- Asset light business model: Selected investments related to warehouses, sites and IT

EBIT Outlook

- DGF GP-EBIT conversion improvement of 100-200 bps p.a.
- Long-term target: ~30% DGF conversion driving 5-6% DGFF EBIT margin

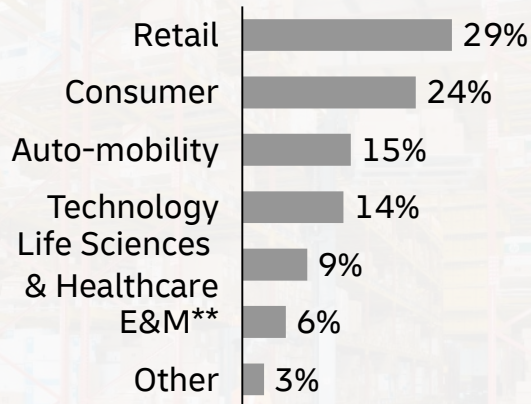
DHL Supply Chain: Business Overview

The Profitable Core

- We **manage supply chains** to reduce complexity for our customers.
- Our profitable core includes **warehousing, transportation** as well as **key solutions** like LLP*, Service Logistics, packaging and e-commerce
- We lead in **innovation** and **sustainable** solutions

Revenue Mix

(%, FY 2019)



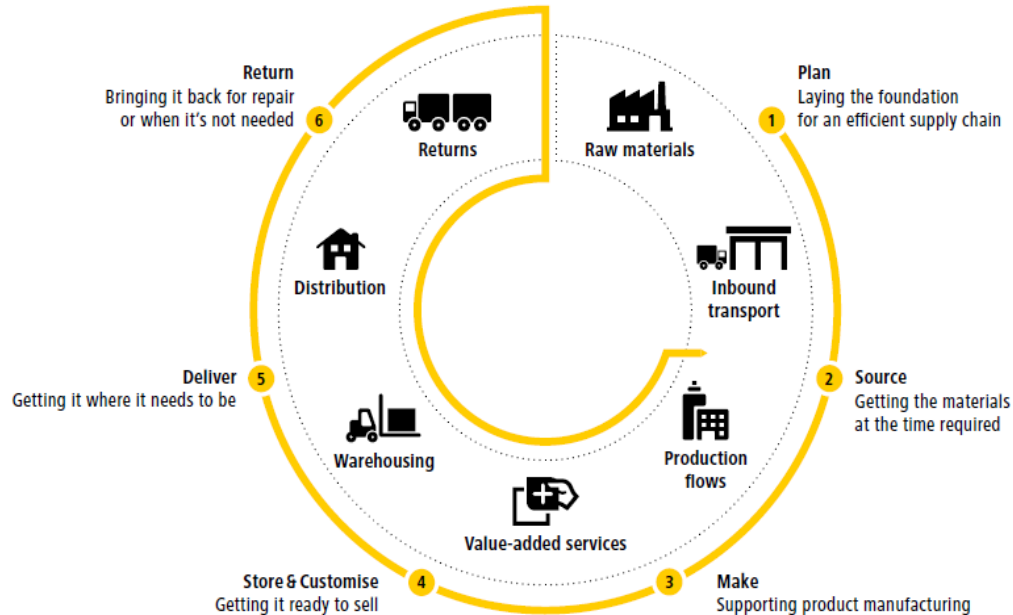
Key Facts

- **World No.1** in contract logistics with **6 %** of market share
- Strong customer base built on **long-lasting partnerships** in more than **50** countries with **>156,000 employees** and **~2,000 sites** globally

*Lead Logistics Provider. **E&M: Engineering and Manufacturing

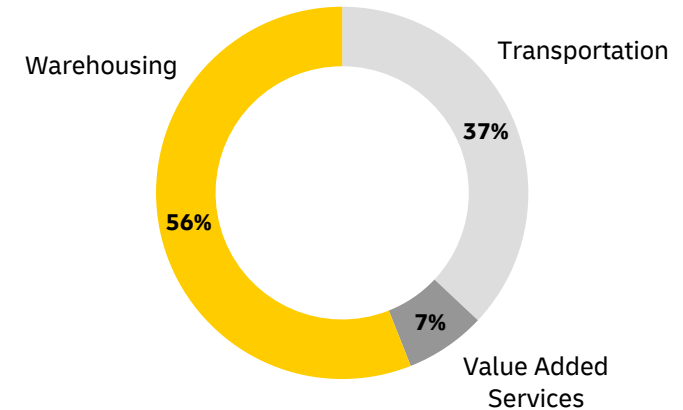
DHL Supply Chain: Solutions Overview

Offering Customized Solutions Across the Entire Supply Chain



..... End-to-end supply chain — Supply Chain services

Revenue by Service Area FY 2019



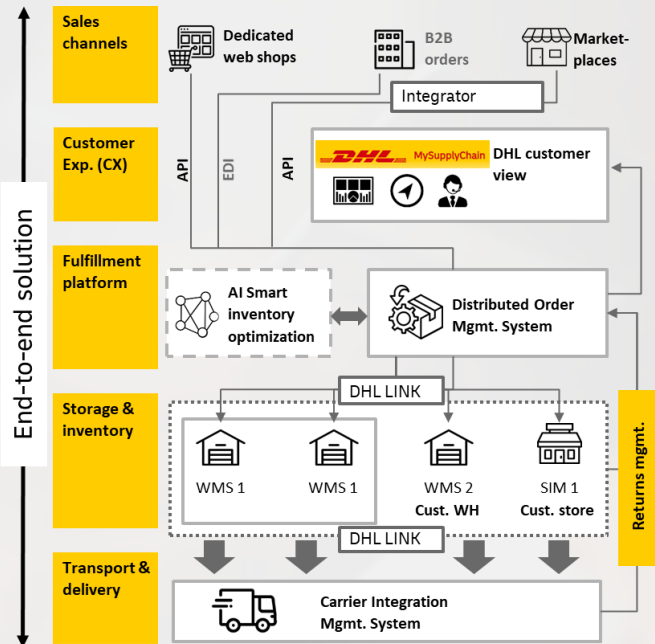
DHL Supply Chain is uniquely positioned to cater for e-commerce growth

We manage supply chains to reduce complexity for our customers

Our profitable core is:

- warehousing, transportation
- LLP, Service Logistics, packaging and **e-commerce**

We lead in innovation and sustainable solutions



38% of new retail business is e-commerce and we are **growing** at a **double digit** rate

 **Pure e-commerce for brand manufacturers**

 **Pure e-commerce retailers/etailers, marketplaces**

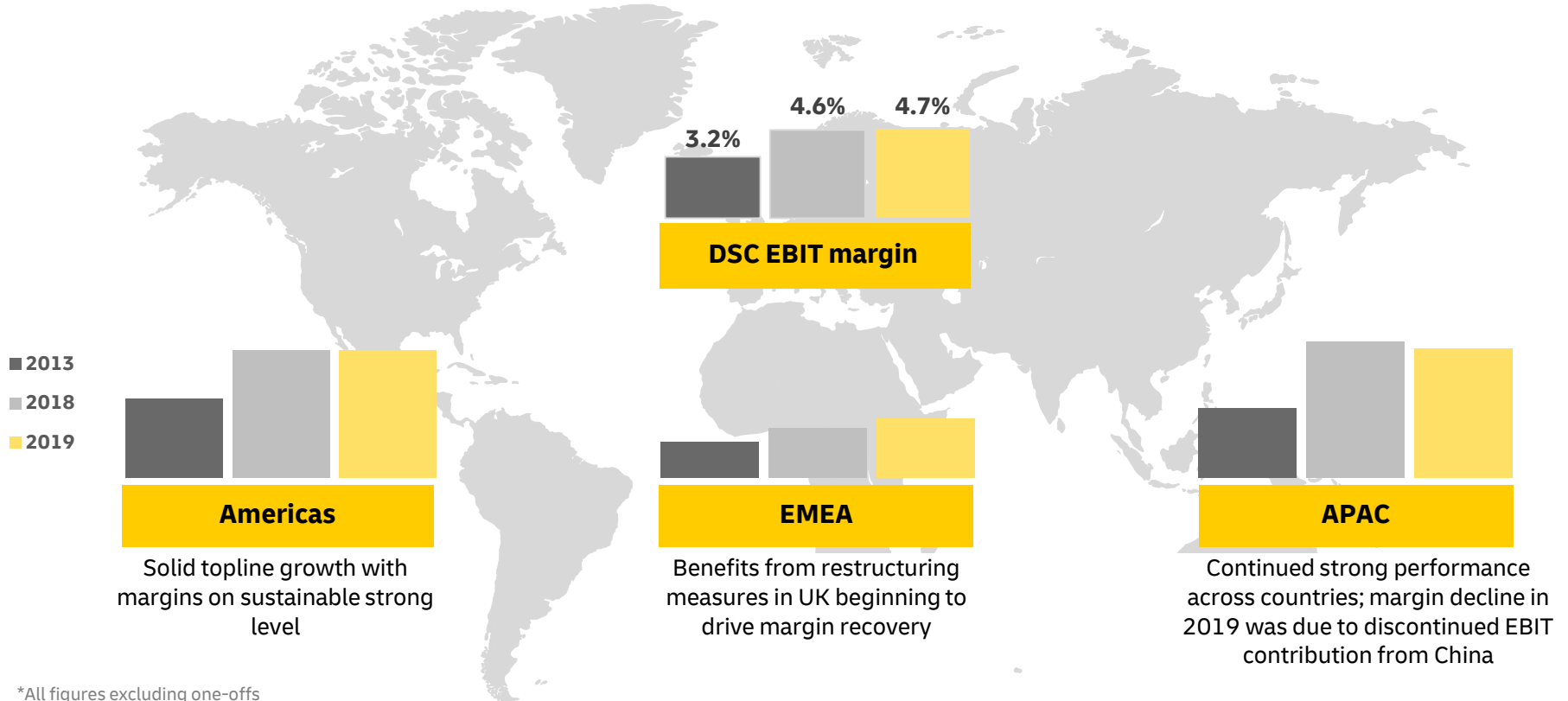
 **Omni-channel** centralized and combined **B2C/ B2B fulfillment**

 **Regional fulfillment networks** across multi user locations

... using state-of-the-art technologies



DSC: EBIT Margin Development By Region



*All figures excluding one-offs

#ExecutionEdge: Standardization is key to success – DSC leverages a holistic Management System

Operations Management System First Choice (OMS FC)



DHL Supply Chain's digitalization agenda embraces all areas

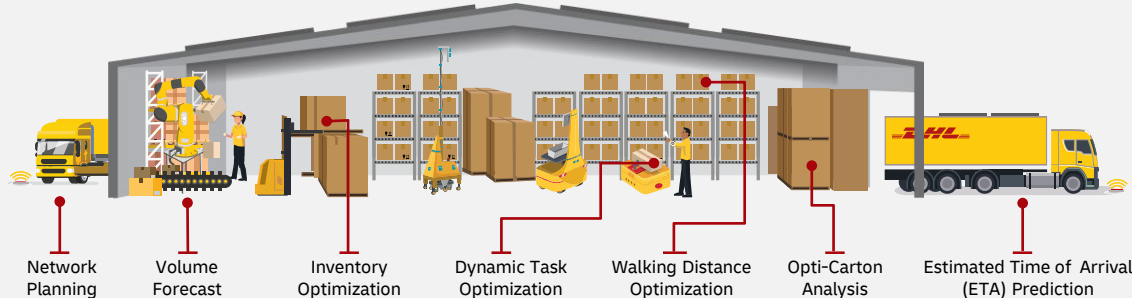
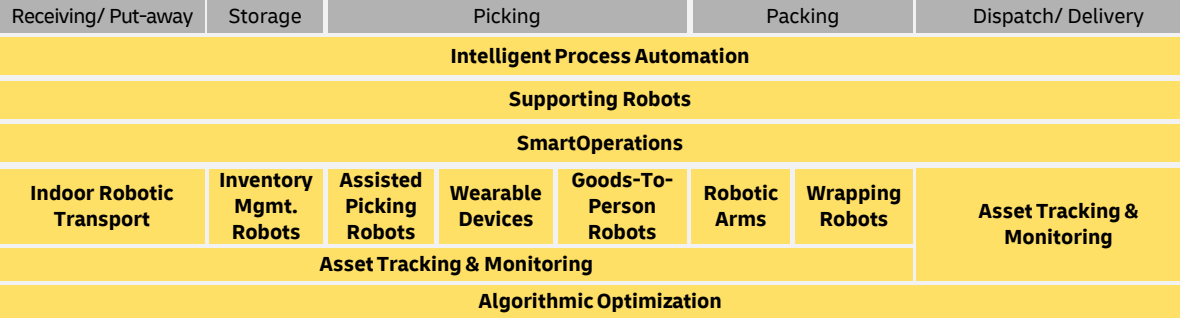
CUSTOMER SUPPLYCHAIN ANALYTICS

Delight our
customers with
analytics



Optimization of
inventory
management

OPERATIONS Accelerated Digitalization of key technologies and optimized asset utilization through predictive analytics



SUPPORT FUNCTIONS

Enable analytics &
optimize business
support



IT

Predictive IT
maintenance



Finance

Predictive
cash flow
optimization

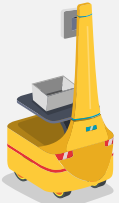


HR

Increase staff
engagement &
retention

DSC has defined 12 focus technologies to accelerate deployment

Assisted Picking Robots



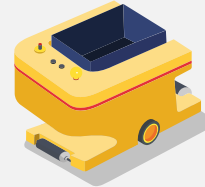
Goods-To-Person Robots



Wrapping Robots



Indoor Robotic Transport



Inventory Mgmt. Robots



Robotic Arms



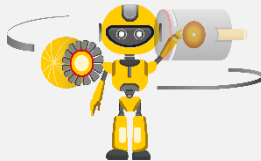
SmartOperations



Wearable Devices



Intelligent Process Automation



Algorithmic Optimization



Supporting Robots



Asset Tracking and Monitoring



DHL Supply Chain: Financial Outlook

As presented at Capital
Markets Day in Oct 2019

Market (2018 – 25)

Market growth assumptions

Outsourced contract logistics:
Revenue growth of ~4% p.a.

Expected growth vs. market



AT LEAST IN LINE

Capex Outlook

- Slightly increasing from FY 2018 levels (€282m) driven by new business wins
- Asset light business model
- Selected investments related to new business start-ups and accelerated digitalization initiatives

EBIT Outlook

- Topline growth at least in line with market, while maintaining selective business approach
- Maintain industry leading margin at ~5%

DHL eCommerce Solutions: Business Overview

Going forward we focus on domestic and non-time-definite international parcel delivery - especially within Europe

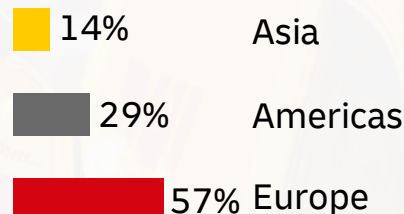
The Profitable Core

Domestic last mile parcel delivery in selected countries outside of Germany (**Europe**, USA and selected Asian emerging markets)

Non-TDI cross-border services primarily to/from and within Europe.

Revenue Mix

(€bn, FY 2019)



We are **not**

... driving a **group-wide e-commerce logistics global strategy**

... focusing on **B2C only but also on B2B** across all verticals

... the **testing environment** anymore (e.g. eFulfillment or Parcel Metro)

DHL eCommerce Solutions: Focus on two value streams



Domestic last mile delivery

- High quality delivery in **own and partner-networks**
- Healthy **mix of B2C and B2B** across all verticals
- Strong focus on **yield and profitability**



Non-TDI cross-border

- Strong growth in cross border retail
- Changing expectations on **speed, visibility & quality**
- Primary focus **to/from and intra Europe**
- Parcel Connect in Europe a **strong and growing platform**

DeCS Financial Outlook

Market (2018 – 25)

Market growth assumptions

Strong, heterogeneous growth across domestic and cross-border ecommerce markets

Expected growth vs. market

CAGR of 5-10% across all businesses

Based on selective B2C approach and added B2B focus

Capex Outlook

- Average spend of ~€200m p.a. over 2019-2022 (2018: € 166m)
- Investments along whole value chain: fleet replacement, network expansion, digital platform, machinery and equipment in hub and depots

EBIT Outlook

Beyond 2020

- 5-10% sales growth with gradual margin expansion towards 5% long term margin across all businesses

DPDHL Group Summary

Strategy 2025

Divisional Deep-Dives

Group Financial Backup

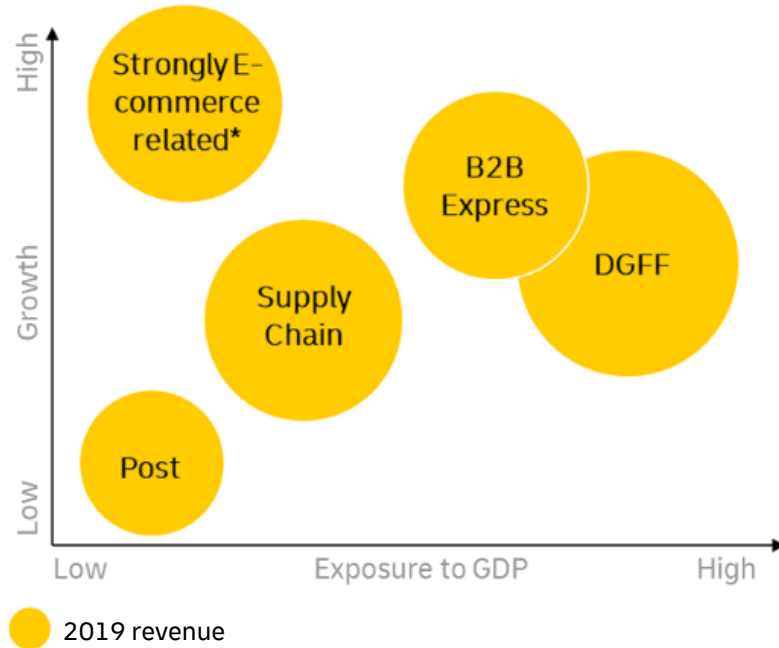


DPDHL Group at a Glance

FY 2019	GROUP	P&P Germany	DHL Express	DHL Global Forwarding Freight	DHL Supply Chain	DHL eCommerce Solutions
Revenue	€63,341m	€15,484m	€17,101m	€15,128m	€13,436m	€4,045m
EBIT	€4,128m	€1,230m	€2,039m	€521m	€912m	€-51m
EBIT Margin	6.5%	7.9%	11.9%	3.4%	4.7%*	
FTEs	499,461	159,100	96,850	44,265	155,791	30,797
		Network business – asset intensive	Network business – asset intensive	Brokerage – asset light	Outsource – asset light	Network business – asset intensive

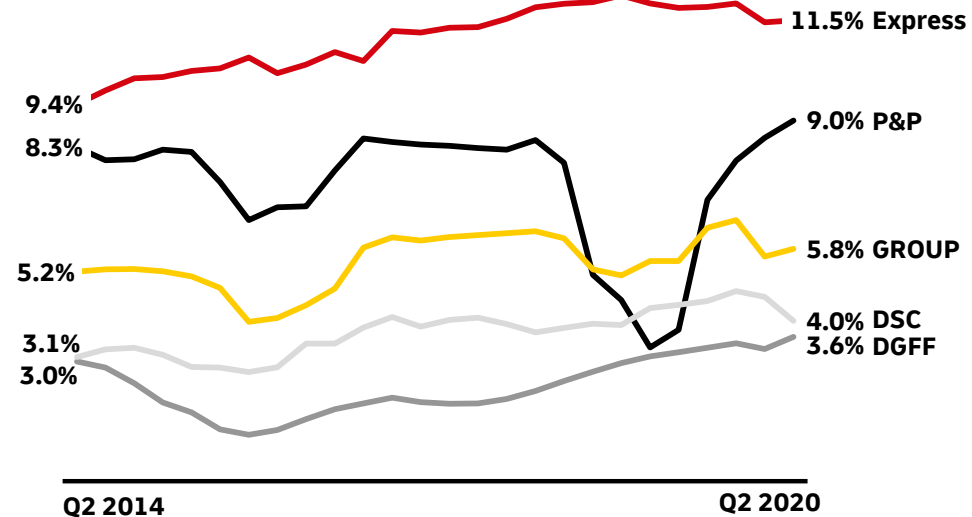
*adjusted for one-offs

DPDHL Group: Resilience through our diversified portfolio



*B2C Express, Parcel Germany and DHL eCommerce Solutions

EBIT Margin 12-months rolling









EBIT Margin: DSC adjusted for 2019 one-offs, DGFF for NFE write-down in 2015
Until 2017: P&P values includes business activities which are now under DeCS

Q2 2020 Group P&L








in €m	Q2 2019	Q2 2020	vs. LY
Revenue	15,480	15,959	+3.1%
EBIT	769	912	+18.6%
Financial result	-137	-155	-13.1%
Taxes	-139	-182	-30.9%
Consolidated net profit*	458	525	+14.6%
EPS (in €)	0.38	0.43	+13.2%

*after minority interest

Cash Flow Outlook: Overview of major drivers (1/2)

	2019 (in €m)	2020e (in €bn)	FCF effect 22e vs 20e	Main Drivers 2020 – 2022
EBIT	4,128	3.5-3.8		EBIT guidance: 2020: €3.5-3.8bn; 2022: between ~€4.7bn and >€5.3bn, depending on macro recovery
Depreciation/amortization	3,684	~+4.0		Includes non-cash one-offs in 2020 (StreetScooter, impairments); slight increase reflecting investments excl. these 2020 one-off effects
Change in provisions	-506	~-0.4		Incl. effects for yearly pension payments; in 2019/2020 utilization of early retirement / restructuring provisions
Income taxes paid	-843	~-0.7		Reflecting rising EBIT in line with 2022 guidance
Changes in WC / Other	-414	+/- 0.2		Strong yoy development in 2020 YTD; slight WC build-up expected going forward
OCF	6,049	~6.6		Improvement mainly driven by EBIT growth

Cash Flow Outlook: Overview of major drivers (2/2)

	2019 (in €m)	2020e (in €bn)	FCF effect 22e vs 20e	Main Drivers 2020 – 2022
OCF	6,049	~6.6		Improvement mainly driven by EBIT growth
Net Capex excl. B777 order	-2,374	~-2.4		Flat to slight gradual increase in regular gross Capex
B777 order	-1,100	~-0.3		Last tranche of Express B777 Capex in 2021 (2021e: <€300m)
Net Cash for Leases	-2,278	~-2.3		Slightly increasing in line with business growth
Net M&A	680	~-0.1		2019: €+653m China DSC deal; 2020-22e: No significant M&A planned
Net Interest	-110	~-0.1		No major change expected
Free Cash Flow	867	~1.4		Significant improvement in line with 2022 target

Q2 2020: Major balance sheet movements

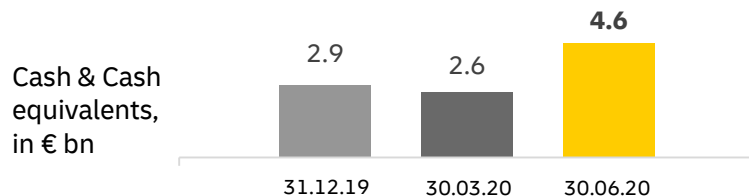
€2.25bn senior bonds issuance in May

Three senior bonds issued:

- €750m, 6-year maturity, 0.375% coupon rate
- €750m, 9-year maturity, 0.75% coupon rate
- €750m, 12-year maturity, 1% coupon rate

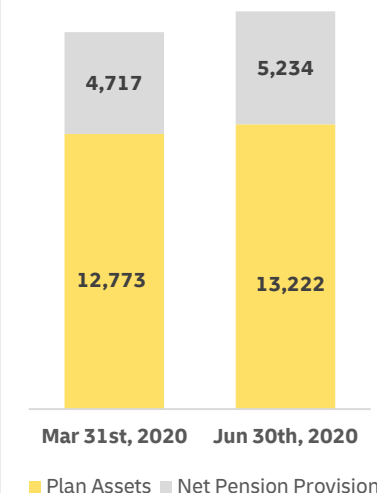
Balance sheet extension:

- Increase in non-current financial liabilities
- Increase in cash position and current financial assets

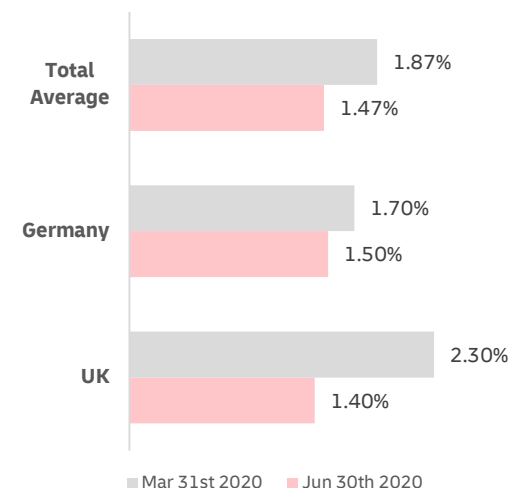


Update on pension status

in €m

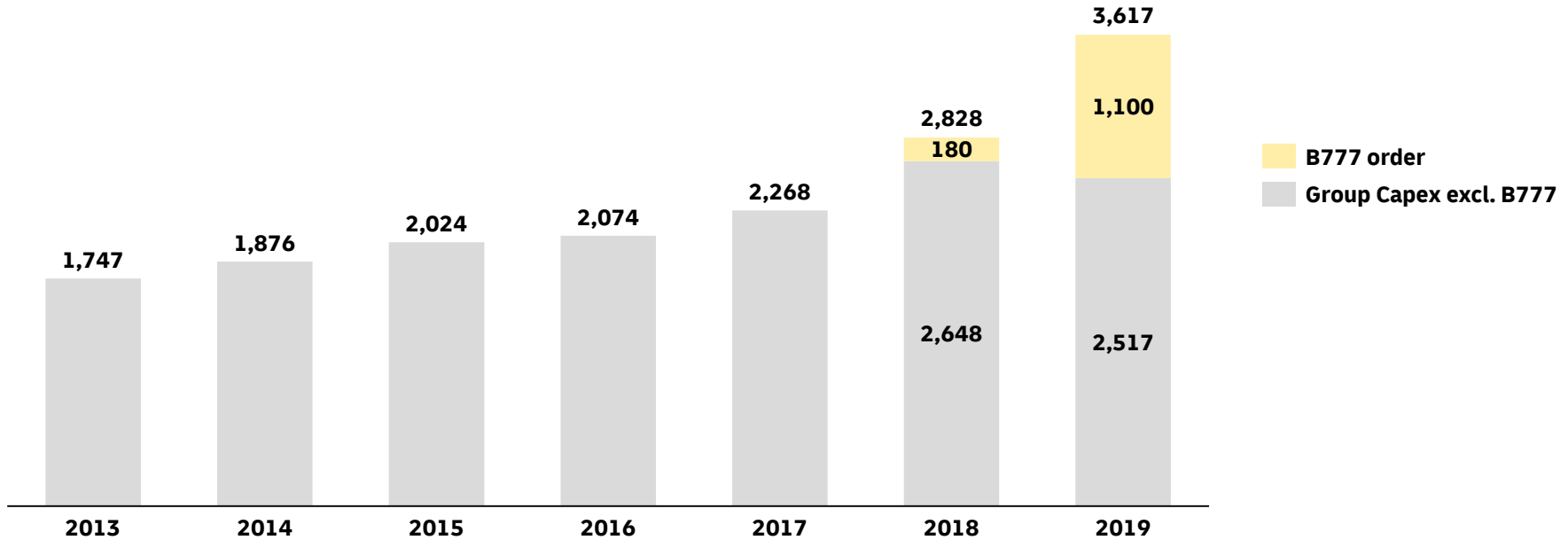


Discount rates



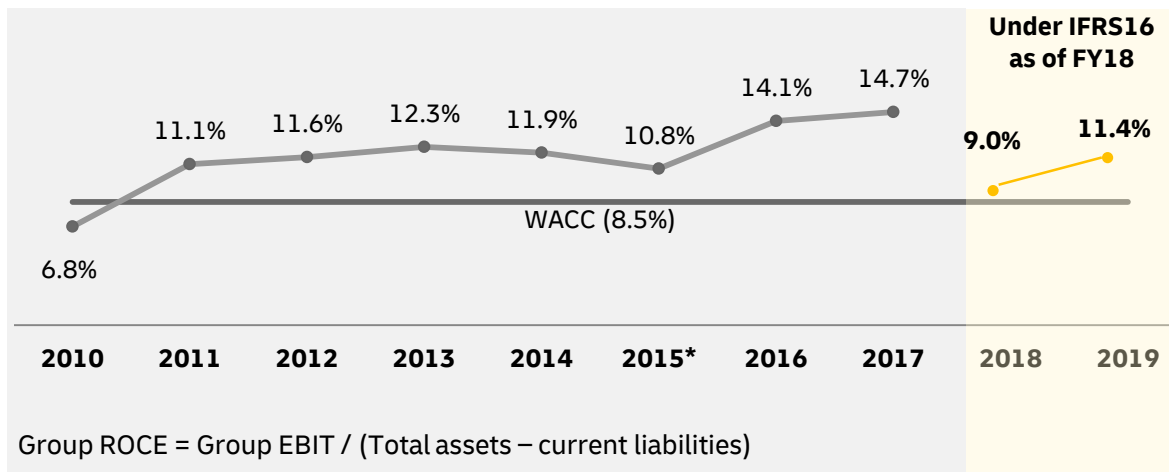
Capex outlook: 2019 peak due to B777 order

in € m



Group ROCE up despite significant B777 investment in 2019

Group ROCE vs WACC



- IFRS16 introduction in FY 2018 set a new base for Group ROCE by adding full lease commitments into CE, even though actual cash outs are expensed later through the contract period
- 2019 EBIT growth drove increase in Group ROCE despite significant investment in Express asset base through intercontinental fleet renewal (B777 order)

*2015 EBIT adjusted for NFE-write off;

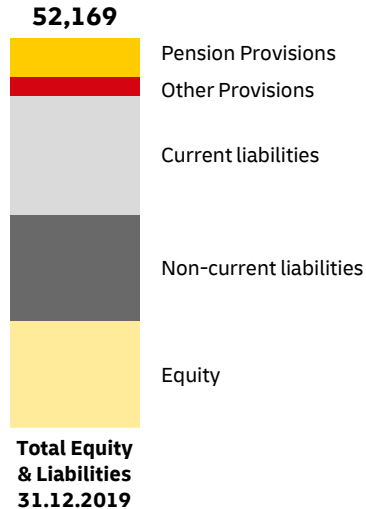
Balance sheet continues to show healthy leverage ratios

48.2%
Net Gearing

27.6%
Equity Ratio

1.9x (2018) 1.7x (2019)
Net Debt / EBITDA

5.9x
Interest Cover



13,367



Net Debt

7,812



EBITDA

4,128



EBIT

698



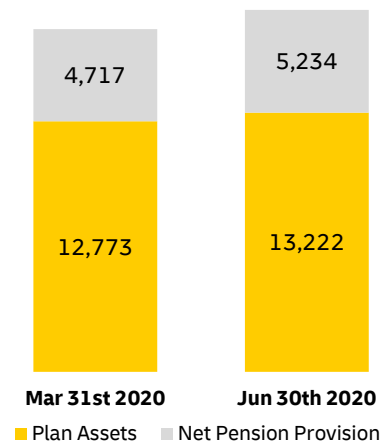
Interest Expense

in €m

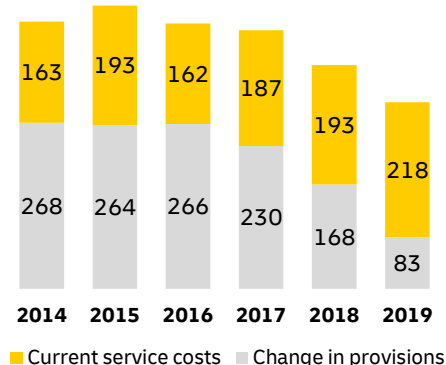
DPDHL Group Pensions – DBO and DCO plans

in €m

DBO



Defined Benefit (Staff Costs & Change in Provisions)

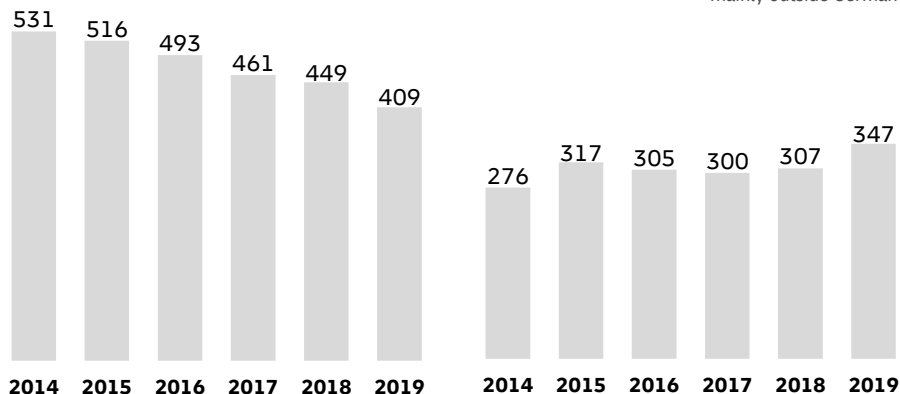


Defined Contribution (Cash out = staff costs in EBIT)

Civil Servants in Germany

Hourly workers & salaried employees*

*mainly outside Germany



Discount Rate	Germany	UK	Other	Total Average
Mar 31 st 2020	1.70%	2.30%	1.72%	1.87%
Jun 30 th 2020	1.50%	1.40%	1.50%	1.47%

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