OUR SUSTAINABILITY ROADMAP

EXCELLENCE. SIMPLY DELIVERED.
IN A SUSTAINABLE WAY.

Bonn, 22 March 2021

Frank Appel, Group CEO

Melanie Kreis, Group CFO

Thomas Ogilvie, Group HR

Deutsche Post DHL Group

Introducing the Sustainability Roadmap of Strategy 2025

Acceleration of our ESG initiatives, in line with Strategy 2025 ambitions:

- Science-based target for **CO_2 reduction**: More than carbon-neutral growth – absolute reduction by 2030
- **€7bn expected spend** on green technologies by 2030; first elements already reflected in 2021/23 guidance
- ESG targets anchored in **Corporate Board Incentivization**

Our Sustainability agenda is derived from **who we are and what we do**

CO_2e

The transportation sector is responsible for 16.2% of **global greenhouse gas** (GHG) emissions

In 2020, our share of total sector emissions was 0.4%

We are the **11th largest private employer globally**

We **operate in 220 countries and territories** worldwide

We are a diverse **team of ~570,000 people**

1) Source: Climate Watch, WRI (2020)

We have a strong track record as a sustainable, purpose-driven company

CODE OF CONDUCT

SUPPLIER CODE OF CONDUCT

GOHELP

GOTEACH

GOGREEN

Unlocking our Potential STRATEGY 2015

STRATEGY 2020 Focus.Connect.Grow.

CFS CIF CIS CSCS PeP CLP

SUSTAINABLE DEVELOPMENT GOALS

STRATEGY 2025 Delivering excellence in a digital world

GOTRADE

2003 ff. | 2009-2015 | 2014-2020 | 2019-2025/2030

Our purpose is the driving force for our Sustainability Roadmap

3 commitments with concrete action fields

CONNECTING PEOPLE, IMPROVING LIVES

GOGREEN | GOTRADE | GOHELP | GOTEACH

Our Sustainability Roadmap

Significant investment and science-based target for **clean operations**

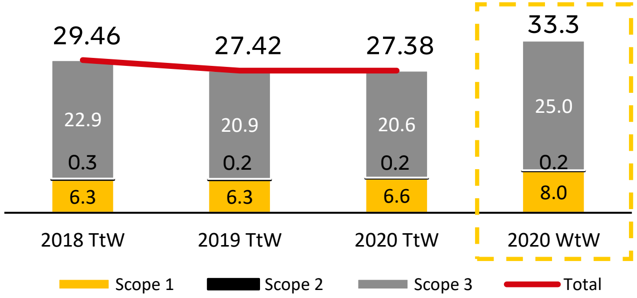
Our Sustainability Roadmap – Clean Operations
Our CO_2 footprint

2020 emissions down to 27m tonnes
Largest exposure in **Scope 3** and by mode in **air transport**

Change of measurement to Well-to-Wheel (WtW)
- Measurement along the entire energy chain
- Covering all greenhouse gases
- Lifting 2020 base to **33m tonnes CO_2e**

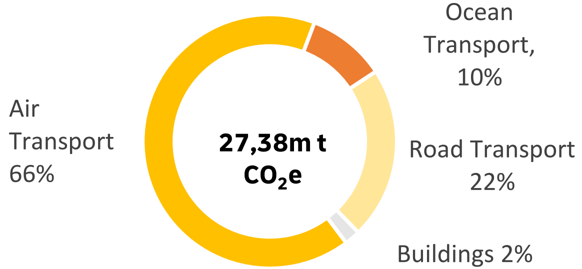
Continued industry growth expected
Based on expected business growth and current initiatives, our emissions would increase to an estimated **46m tonnes CO_2e by 2030**

GHG Emissions Development (m t[1]) CO_2e)



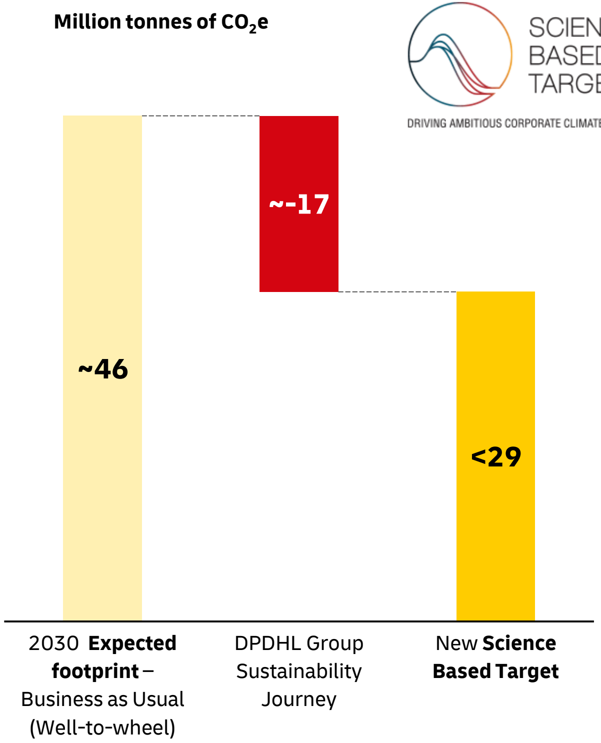
TtW: Tank-to-Wheel; WtW: Well-to-Wheel

GHG Emissions by Mode, 2020, TtW



Our Sustainability Roadmap – Clean Operations
We will **reduce our greenhouse gas emissions** to under 29m tonnes CO_2e by 2030

We will invest **€7 billion until 2030 in Clean Operations** (capex & opex) to reduce our emissions to under 29m tonnes CO_2e by 2030 and thereby commit to the Science Based Targets initiative (SBTi)



Clean operations for climate protection

All modes to contribute to targeted reduction of CO_2 emissions – key contribution to be achieved on aviation emissions

Target **>30% sustainable aviation fuels blending** by 2030

- **Electrify 60%** of our last-mile delivery vehicles by 2030
- Grow sustainable fuel share in **line-haul to >30%**

Offer **green alternatives for all our core products/solutions**

Carbon neutral design to be used for all new owned buildings

Our key levers to become leader in **Sustainable Aviation**

1 SAF blending

- On average **above 30% SAF blending** for air transport **by 2030** (Scopes 1 & 3)
- **Strategic partnerships with** SAF producers and carriers to secure sufficient, cost effective SAF supply

2 Re-fleeting

Continue to invest in the latest technology of **most fuel-efficient, SAF capable**, and alternative power aircraft

3 Fuel optimization

Improve flight operations efficiency by utilizing **technology, ideal weight balance and optimized network design** and choosing efficient carriers

4 Drive innovation

Support innovative technologies like the development of ePlanes and ready to scale Power-to-Liquid SAF plants

5 Decarbonize our ground handling

Use **electrification and hydrogen technology to drive down emissions** of ground operations at our major hubs

6 Green products for customers

Foster **green product offerings**, such as carbon reduced TDI and Air Freight

Our key levers to become leader in
Green Last Mile Delivery & Line Haul

1 **Green Routes**
Electrify 60% of our last-mile delivery vehicles by 2030

2 **Network Optimization**
Reduce fuel consumption through **permanent network improvements**

3 **Driver Training**
Enable employee contribution through **ecofriendly driving training programs**

4 **Green products for customers**
Foster **green insetting and book & claim product offerings** for end customers

5 **Sustainable Fuels in Line-Haul**
Grow **sustainable (bio)fuel share >30%** by 2030

6 **Drive Innovation**
Drive development and market availability of **hydrogen and electric trucks**

7 **Transport Partner Activation**
Foster green transport of our subcontractors through **standards, education and incentives** to invest in green transport solutions

Our key levers to become leader for
Carbon Neutral Buildings

1 **Carbon neutral design**
Starting in 2021, carbon neutral design for all new (owned) buildings, remaining emissions to be neutralized

2 **Green Electricity**
Further increase share of green electricity globally

3 **Sustainable Heating**
Foster roll-out of sustainable heating in our buildings

4 **Power Purchase Agreements (PPA)**
Directly procure Energy **from sustainable sources (PPA)** to ensure higher standards

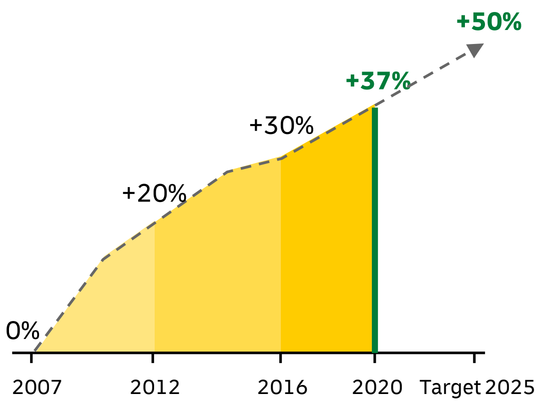
5 **Sector coupling**
Convert locally produced electricity from renewable sources (e.g. solar power) **into fuels for our electrified fleet**

6 **Building Automation**
Use **digitalization/intelligent building management systems** to further reduce energy consumption

MISSION 2050
ZERO EMISSIONS

GHG Efficiency Improvement

CEX (Carbon Efficiency Index):



"As the world's leading logistics company, it is our responsibility to move ahead and lead the logistics industry into a sustainable future"

Press Conference announcing our Mission 2050 in March 2017

Our Sustainability Roadmap

By investing in our people, we strive to become a **great company to work for all**

Great company to work for all

We take action to **provide a safe, inclusive and engaging working environment** for all our employees.

Attract and retain best talent and reach a consistent >80% score on Employee Engagement in EOS

Put safety first and **reduce LTIFR** (lost time injury frequency rate) to below 3.1 by 2025

Being "best-in-class" in our industry when it comes to respect for Human Rights

Increase share of women in management to 30% by 2025

We are taking continuous action to **attract and retain the best talent**

Reach a **consistent >80% score on Employee Engagement** in EOS

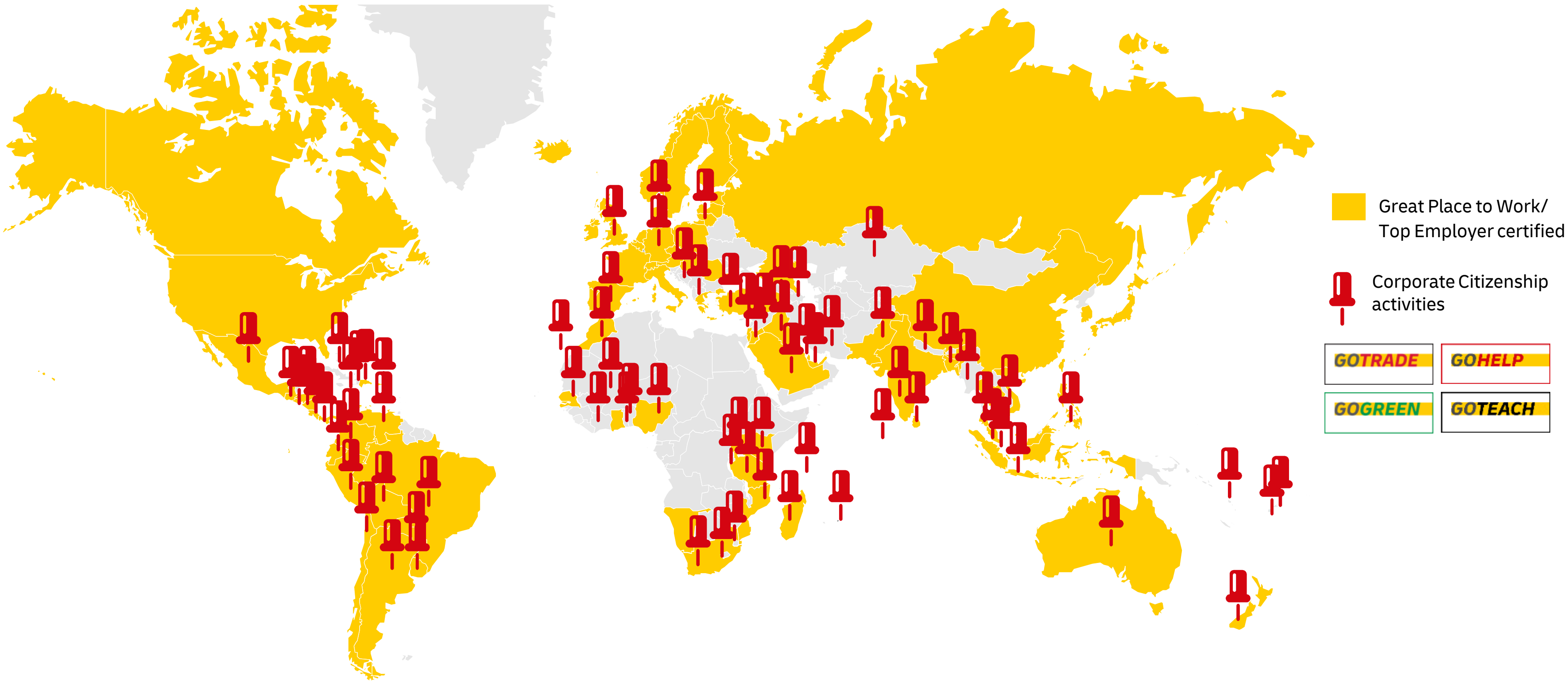
Number of employees

2013	2019	2020
480k	**550k**	**570k**

Employee engagement (Employee Opinion Survey)

2013	2019	2020
72	**77**	**82**

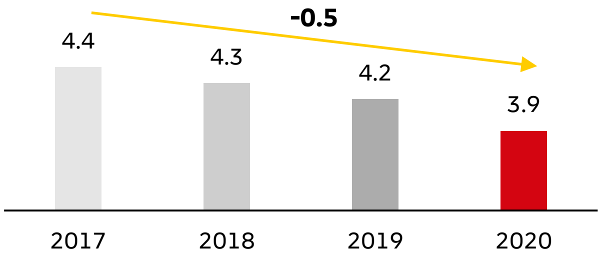
We are on track to achieve our aspiration to be a **great employer** as well as a **reliable partner to the communities** we operate in



Our **Safety First culture** means that the safety of our employees takes **utmost priority**

Reduce **LTIFR** (lost time injury frequency rate) to **below 3.1 by 2025**

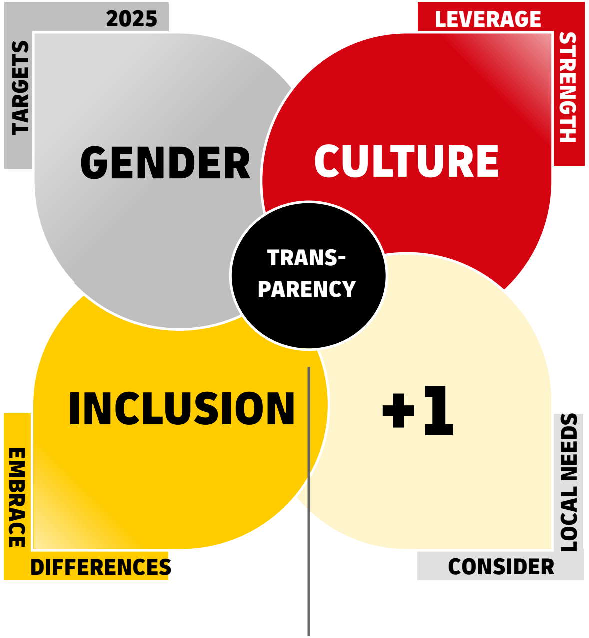
Accident rate (LTIFR) per 200 kh worked (LTFRI) trend



Our comprehensive approach to **Diversity & Inclusion** covers Group-wide priorities along with local degrees of freedom

GENDER:
Increase share of women in upper & middle management to 30%

INCLUSION:
Identify and remove roadblocks. Value different skills, experiences and viewpoints regardless of gender, race, national origin, religion, age, disability, LGBT+ and other characteristics

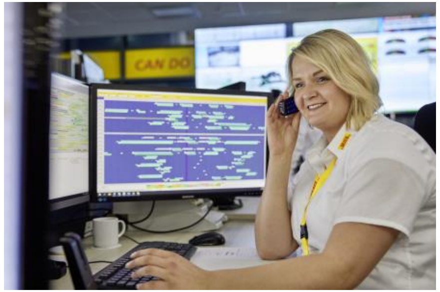


CULTURE:
Measure, appreciate and actively promote our cultural diversity within the group as a key strength and competitive advantage

+1:
Flexibility for Business Units to address topics at the regional/country level

TRANSPARENCY: D&I analytics ensure fact based pathway to progress and to track the performance of targeted measures and efforts

Gender Equality is a core aspect of our Diversity & Inclusion commitment



30% female managers
by 2025

23.2% Women in upper and middle management positions in 2020

5 GENDER EQUALITY

We are **endorsing SDG 5 – Gender Equality,** underlining our commitment to **diversity & inclusion**

Human Rights Policy Statement: We aspire to be "best-in-class" in our industry when it comes to respect for human rights

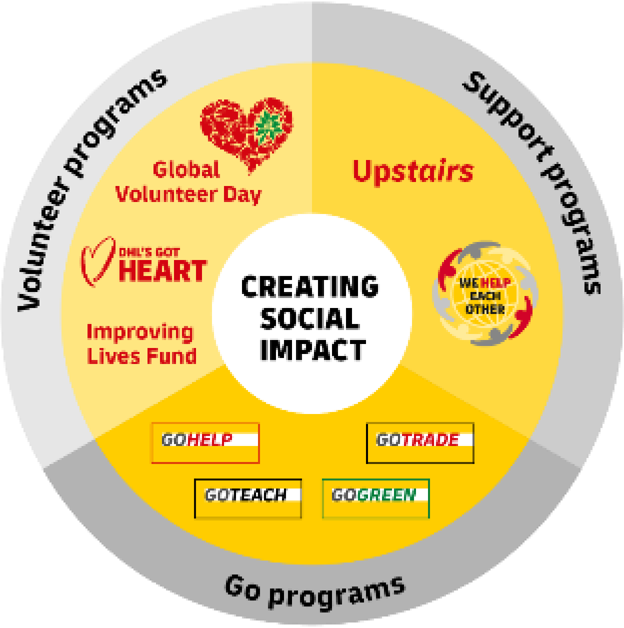
We will continue to have a **strong impact on communities** by scaling up our core programs[1]

VOLUNTEER PROGRAMS
TO RECOGNIZE AND ENCOURAGE VOLUNTEER WORK

Improving Lives Fund
Corporate Matching Program

DHL'S GOT HEART
Divisional Matching Program

Global Volunteer Day
Global Employee Volunteering Program



SUPPORT PROGRAMS
TO HELP COLLEAGUES IN NEED

UPstairs — Scholarship Program

WE HELP EACH OTHER — Employee Disaster Relief

SUSTAINABILITY PROGRAMS
TO LEVERAGE OUR CORE CAPABILITIES

GOGREEN — Protecting the Environment

GOHELP — Disaster Management

GOTEACH — Improving Employability

GOTRADE — Facilitating Trade

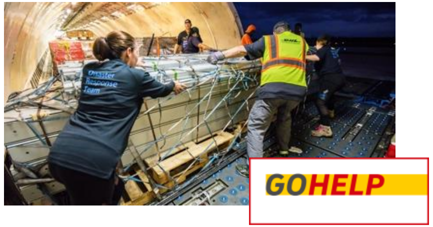
1) Corporate and global programs

Our People. Our Communities. Our Impact.

Connecting people and improving their lives is what makes us get up and go every day. To live up to that purpose, we will **spend 1% of our net profit each year** to create lasting impact for the people and the communities we operate in.

CONNECTING PEOPLE, IMPROVING LIVES

Have additional 5 million trees planted by 2025



Localize and digitalize disaster preparedness

Scale up new GoTrade program

Expand GoTeach in reach and impact

Our Sustainability Roadmap

We pursue our aspiration to be a **highly trusted company** in our industry

Highly trusted company

We take action to **ensure trusted, transparent and compliant business practices** every day, everywhere

Train all employees in relevant management positions on the Group's compliance & data protection standards

Ensure that our **information security capability is positioned** in the top quartile of our industry

ESG metrics fully integrated into governance and incentives

Build sustainable and resilient supplier relations based on our **Supplier Code of Conduct**

Compliance is an integral part of everything we do

- Maintain curriculum of **mandatory trainings on the Group's compliance & data protection standards** for all employees in relevant management positions
- Ensure that our information security capability is positioned in the **top quartile of our industry**

Supplier Code of Conduct:
Working with a sustainable and resilient supplier base

SUPPLIER
CODE OF CONDUCT

What we expect from our suppliers and subcontractors:

- Increased effort to protect the **environment** by setting measurable targets that support our commitment to clean operations
- Greater clarity on **social** issues like human rights/trafficking and diversity & inclusion
- Enhanced **governance** through increased due diligence, audits, a whistle blowing mechanism and other measures

Risk Assessment

A group-wide and consistent data-driven approach to identify high risk spend categories and high risk suppliers to reduce the exposure for our company and focus our efforts.

Due diligence & monitoring of suppliers

Ensure suppliers are compliant with our Supplier Code of Conduct. The process is supported by assessments, audits and effective consequence management for suppliers who may pose a risk to the Group.

ESG KPIs will be further integrated and enhanced in **internal management reporting & steering**

ESG KPIs integrated into management reporting

- Full transparency on ESG performance based on core financial consolidation system as the single source of truth
- Inclusion of ESG KPIs into executive management reporting

ESG in risk reporting & investment evaluation

- Reflection of ESG risks and opportunities in DPDHL risk reporting
- Strengthening of ESG components into business case evaluation and monitoring

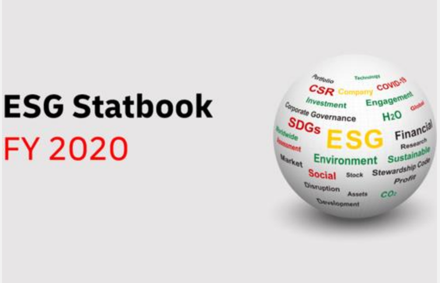
ESG performance reviewed at all levels

- ESG performance reviews on corporate, divisional and local level, including implementation of performance measures
- Audit of ESG related quality controls down to local entities

Integrated external ESG reporting: Strengthening external reporting by integrating financial & ESG reporting and increasing transparency

Annual Report: The non-financial statement can now be found in the 2020 Annual Report with further material ESG information

ESG Presentation: We bundle all relevant ESG information for financial year 2020 and present the programs with the progress made



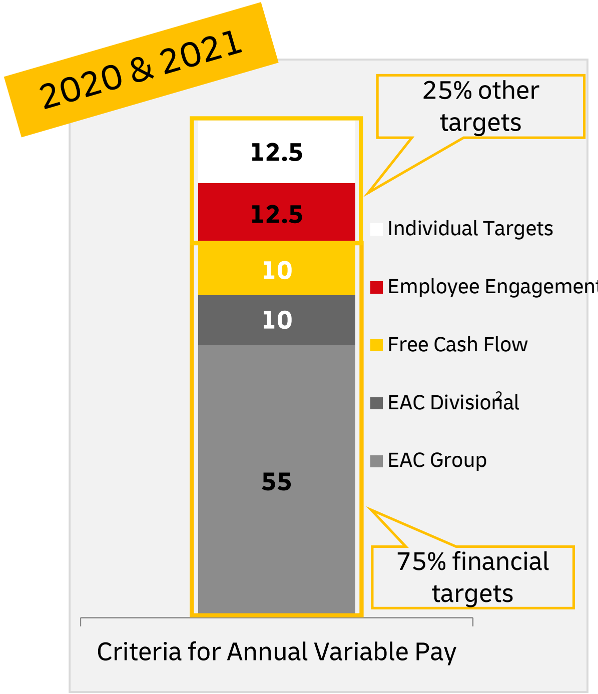
ESG Statbook includes all published ESG data from 2016 on as well as the GRI and SASB index [1)]

Way forward: We will continue to enhance ESG disclosures and to implement regulations including EU Taxonomy

1) Global Reporting Initiative (GRI) and Sustainability Accounting Standards Board (SASB) index

Our Sustainability Roadmap

ESG targets fully integrated into new proposed management remuneration



Bonus payment schedule for annual bonus and deferral

- **50% paid in current year if bonus criteria achieved**
- **50% payout of achieved bonus deferred by additional 2 years***

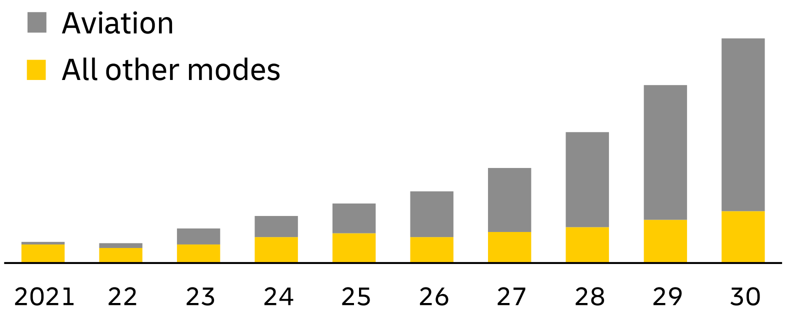
* Medium-term component will only be paid out if EAC target is reached during the sustainability phase; at least the cost of capital was covered

1) Proposal to AGM 6 May 2021; 2) Divisional EAC: only applicable for Divisional CEOs

Our Sustainability Roadmap

Assumptions for €7bn investments

€7bn investments
ramping up through 2030



Base principles of calculation:

- **Extra costs for clean technology**
- **No customer contributions included**

Investments include...

- **Sustainable Aviation Fuel**
- **Sustainable Maritime Fuel**
- **Vehicles electrification**
- **Bio Liquefied Natural Gas**

Our Sustainability Roadmap
Conclusion

Our Sustainability Roadmap

Targets along 3 core commitments, aligned with incentivization

CONNECTING PEOPLE, IMPROVING LIVES

Clean operations for climate protection

- **Reduce emissions** to <29m tonnes CO_2e by 2030 (SBTi); no offsetting included
- Supported by targets on **sustainable fuel, electrification** and **carbon neutral design**
- **Mission 2050: Zero emissions**

Great company to work for all

- Consistent >80% score on **Employee Engagement** in Employee Opinion Survey
- **Reduce LTIFR** to below 3.1 by 2025
- **Increase share of women in management** to 30% by 2025

Highly trusted company

- ESG roadmap supported by stringent **internal reporting, training measures and policies**
- External reporting in line with **SASB** and **GRI core** standards
- 30% weight for **ESG targets in board annual variable pay**; to be proposed to 2021 AGM (May 6th)

Pledge to **invest 1% of our net profit** each year into creating social impact, for example through our **GO Programs**

GOGREEN GOTRADE GOHELP GOTEACH

Our Sustainability Roadmap

Sustainability as basis for long term success on all three bottom lines