

INVESTOR PRESENTATION

**DHL GROUP INVESTOR RELATIONS
NOVEMBER 2024**



CONTENT



DHL Group Highlights



Strategy 2030



Financial Backup

DIVISIONAL DEEP-DIVES:



Express



**Global
Forwarding, Freight**



Supply Chain



eCommerce



P&P Germany



DHL Group Equity Story

World's leading logistics portfolio with strong market positions



GDP+ Growth
>5% CAGR 2023-'30e



Life Sciences
& Healthcare



New Energy



Geographic
Tailwinds



E-commerce



Digital Sales



**Strong Cashflow, Returns
& Balance Sheet**

>€3bn FCF excl. Net M&A
(FY2023)

15.5% ROIC (FY2023)

A-
Fitch Rating

A2
Moody's



Attractive Shareholder Returns

~5%
dividend
yield*

€4bn
2022-'25
share buy-back
program



Sustainable Investments

**Frontrunner in
low carbon logistics**

**Best green commercial
offering in the industry**

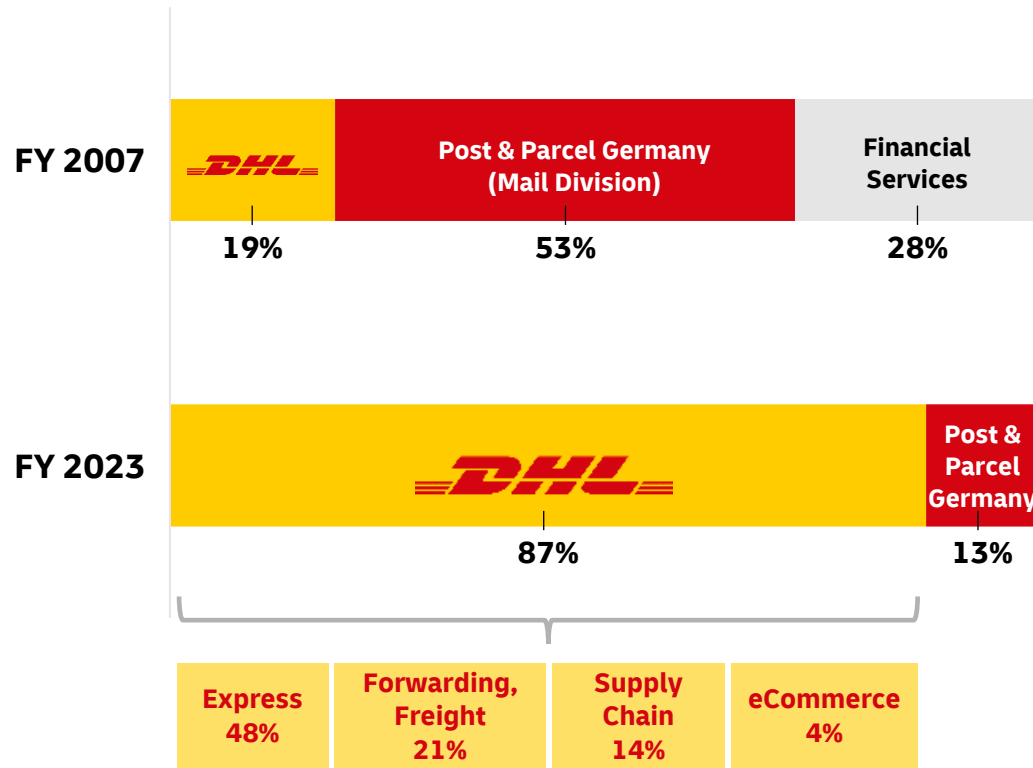
**ESG targets integrated in
management remuneration**

*based on closing share price on November 4th, 2024

GDP+ growth profile supported by structural long-term trends

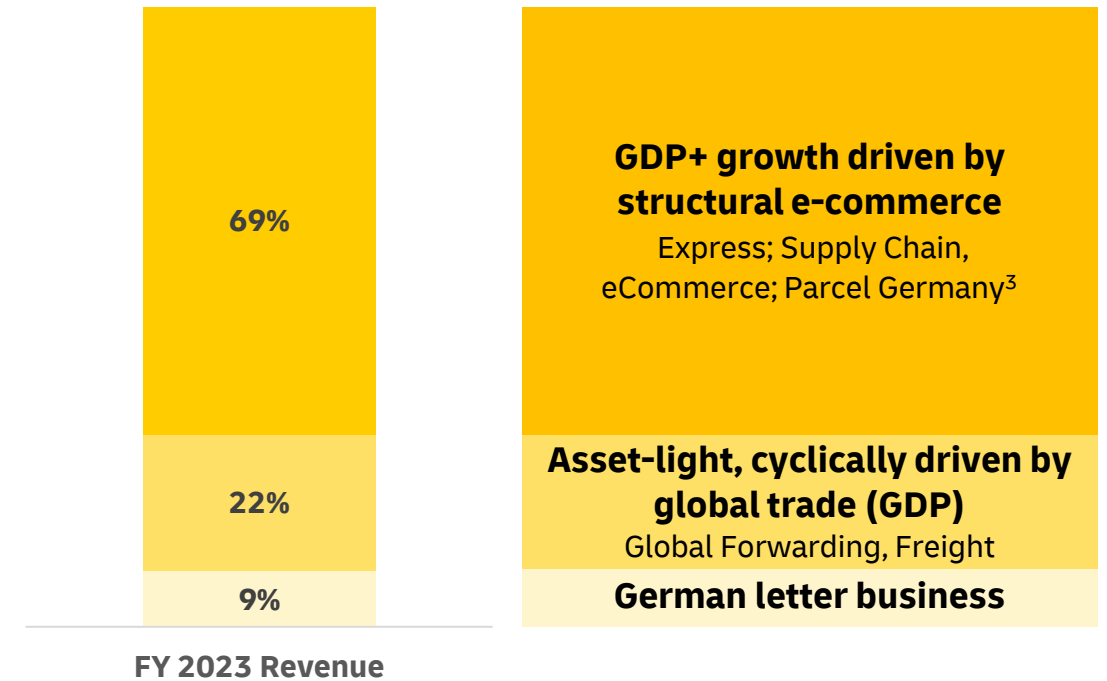
Transformation from German postal operator to global logistics market leader

Share of sum of divisional EBIT¹



Globally diversified portfolio with GDP+ growth exposure

Share of sum of divisional revenue²



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

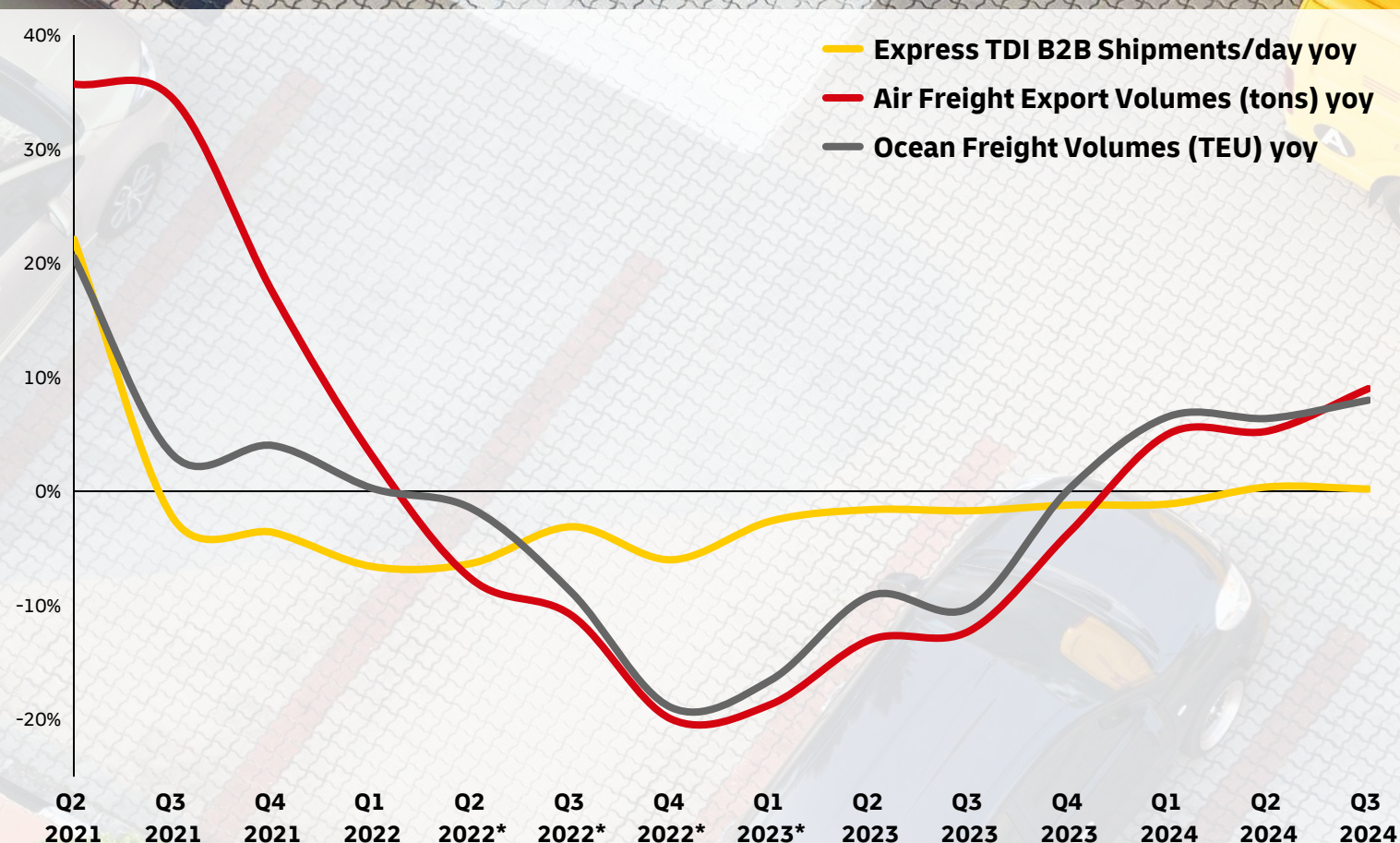
Q3 2024 Group EBIT of €1,373 (+0% yoy)

B2B dynamics stay heterogeneous, with no improvement in Europe; Parcel B2C peak season starting to ramp up as expected

EXPRESS	GLOBAL FORWARDING, FREIGHT	SUPPLY CHAIN	ECOMMERCE	P&P GERMANY
€686m +3% yoy	€277m -9% yoy	€274m +13% yoy	€50m -9% yoy	€171m -17% yoy
<ul style="list-style-type: none">▪ TDI Shipments/Day down -6% yoy with B2B flat and B2C down, a.o. reflecting yield measures▪ EBIT trends stabilising at solid 11% margin driven by active yield, mix and capacity management	<ul style="list-style-type: none">▪ Air (+9%) and Ocean (+8%) Freight volumes up vs low 2023 base▪ AFR GP/t down due to higher buying rates; GP/TEU up vs Q2 on the back of OFR peak season▪ DGF EBIT/GP conversion rate of 30%	<ul style="list-style-type: none">▪ Strong performance across all earnings and cash flow metrics▪ Growth remains mainly driven by new business wins▪ Continued strong new signings show healthy growth pipeline	<ul style="list-style-type: none">▪ 7% organic revenue growth▪ Margin continues to reflect current network investment phase, a.o. visible in increased depreciation	<ul style="list-style-type: none">▪ Parcel rev/day +7%▪ However, Parcel growth cannot fully compensate accelerated mail decline and higher costs, especially from wage increase▪ Net positive one-time effect of ~€70m

B2B volumes development

Freight markets continue to recover from 2023 decline



*excl. Hillebrand

- **Air (+9% yoy) and Ocean (+8% yoy)** Freight volumes continue to **bounce back from last year's double-digit declines**; Ocean Freight seeing growth throughout its peak season, no significant acceleration in Air Freight yet
- **Express B2B volumes** remain less volatile but **do not show meaningful change in dynamic yet**, at +0.2% yoy

Factors influencing 2024 guidance

Guidance updated to reflect current volume trends and peak season trading

Initial base expectations for 2024 Guidance

STRUCTURAL FACTORS


STRUCTURAL GROWTH
FROM E-COMMERCE


DISCIPLINED YIELD
MANAGEMENT


BENEFITS FROM
DIGITALIZATION &
CONTINUED INVESTMENTS


OMNI-SHORING

CYCLICAL FACTORS


TIMING OF INVENTORY
RIGHTSIZING PHASE


PACE OF GDP
DEVELOPMENT

GUIDANCE ASSUMPTIONS

Initial base expectations

H1 2024 EBIT expected to decline yoy:

- Higher comparison base in Global Forwarding, Freight
- Lack of B2B recovery in Express; network costs subject to inflation

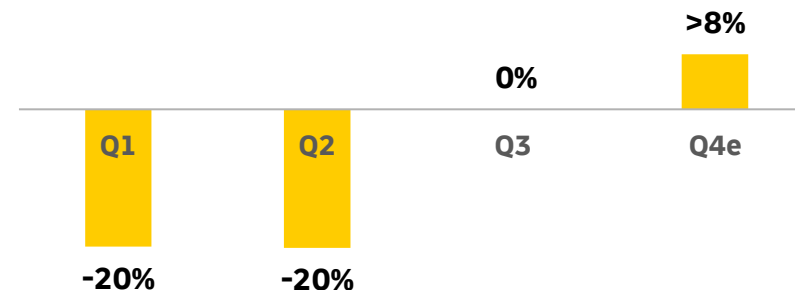
H2 2024 EBIT expected to increase yoy:

- Improvement in macroeconomic environment

Assessment on Nov 5th 2024

- **Domestic parcel peak seasons** developing as expected
- High compliance rate on **Express demand surcharge**
- **Macroeconomic environment** remains muted
- Challenging **Air Freight** trading
- Accelerated **mail volume decline**

Group EBIT 2024 yoy



2024 and mid-term guidance

Outlook remains well above pre-pandemic level

As revised on Oct 30th, 2024
in € bn

EBIT	2024 Guidance
Group	>5.8 (from 6.0-6.6)
DHL	>5.5 (from >5.7)
P&P Germany	~0.8 (from >0.8)
Group Functions	~-0.45
Free Cash Flow *	2.8-3.0 (from ~3.0)
Gross Capex (excl. leases)	3.0-3.2 (from 3.0-3.6)
Tax Rate	28-30%

	Mid-term Guidance
2026 Group EBIT	>7.0 (from 7.5-8.5)
Free Cash Flow* 2024-2026 cumulative	9-10
Gross Capex (excl. leases) 2024-2026 cumulative	9-11

*excl. Net M&A

Note: €250m blanket budget for M&A expenses p.a.

Dedicated efficiency and growth measures

In an environment of low economic momentum we focus on what we can control

Short term: Focus on efficiency while safeguarding quality



Established capex flexibility is a driver of our ongoing strong FCF generation



Unchanged focus on **active cost management** and leveraging network flexibility



Balanced investments to **safeguard quality** during peak season; financially supported by **peak season / demand surcharges**

Executing Strategy 2030



Growth through **quality, customer loyalty** and **yield management**



Accelerate sustainable growth through a focus on fast-growing industries, geographic tailwinds, e-commerce and digital sales



Partner with customers to help them become carbon-neutral and **increase customer contribution to decarbonization spend**

FINANCE POLICY:

Continued investment into growth with strong commitment to shareholders returns

Business Growth

Shareholder Return

Core

Organic Growth

Boosted by Strategy 2030

- Targeted investments into logistics core with strong focus on trade flow shifts, GoGreen+, e-commerce and further fast-growing sectors
- Focus on efficient capital allocation to support consistent ROIC increase

Regular Dividend

Core shareholder return instrument

- 40-60% dividend pay-out ratio from adjusted net profit
- Reliable, proven dividend continuity

**Ongoing
balance**

Inorganic Growth

Value-accretive & targeted

M&A to supplement organic growth; subject to strategic, financial & integration criteria

Financing

Combine strong cash generation with balance sheet capacity if needed, in accordance with rating target range

Share Buy-Back Policy

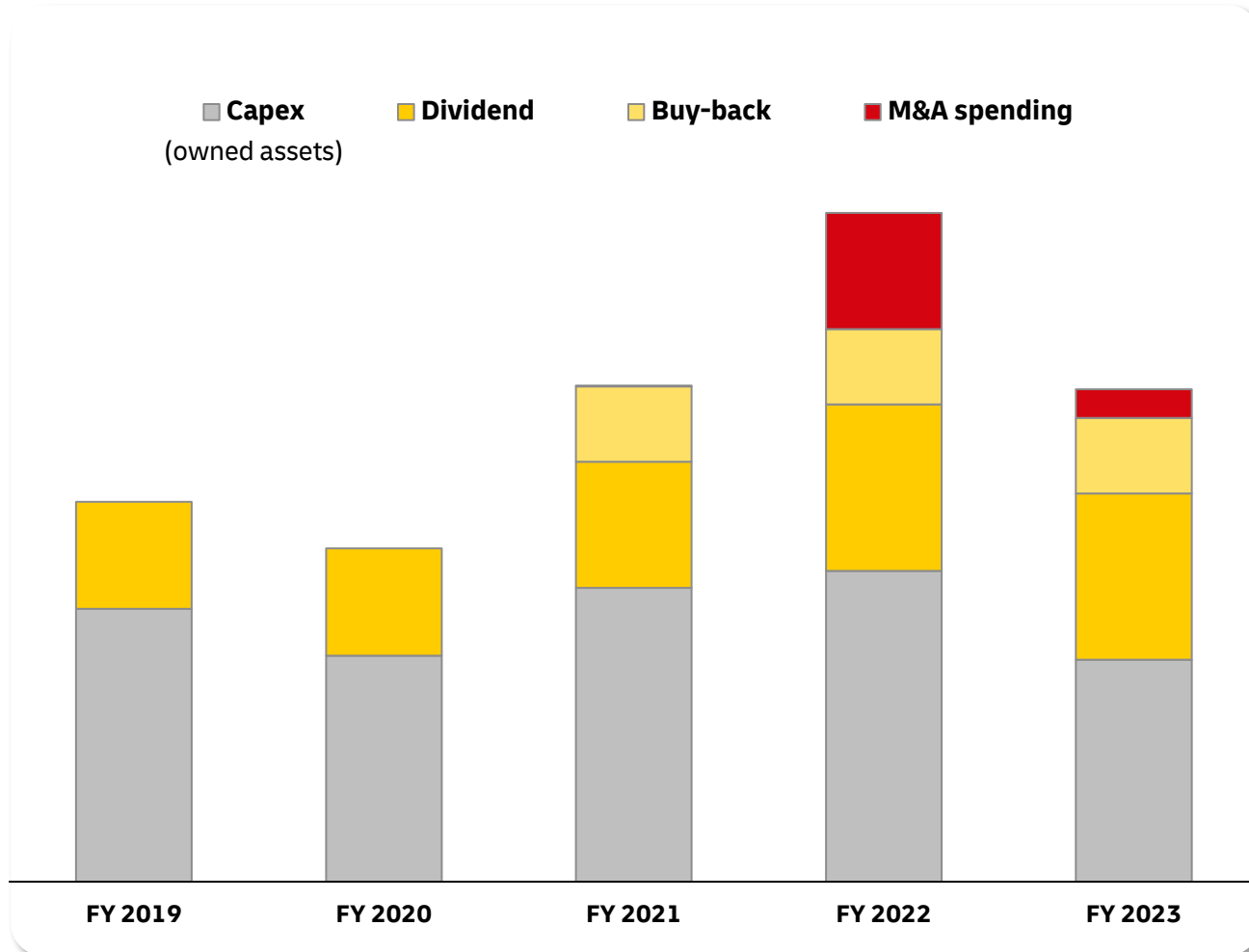
Additional measure to offer attractive shareholder returns

- Use FCF and balance sheet strength as appropriate, relevant M&A spending taken into consideration
- €4bn share buy-back program confirmed and to be executed until year-end 2025

RATING TARGET RANGE: BBB+ TO A-

HOW IS CAPITAL BEING SPENT:

Balanced use of cash to cater for business growth and to deliver shareholders returns



3

Further growth opportunities through the **right M&A deals**

2

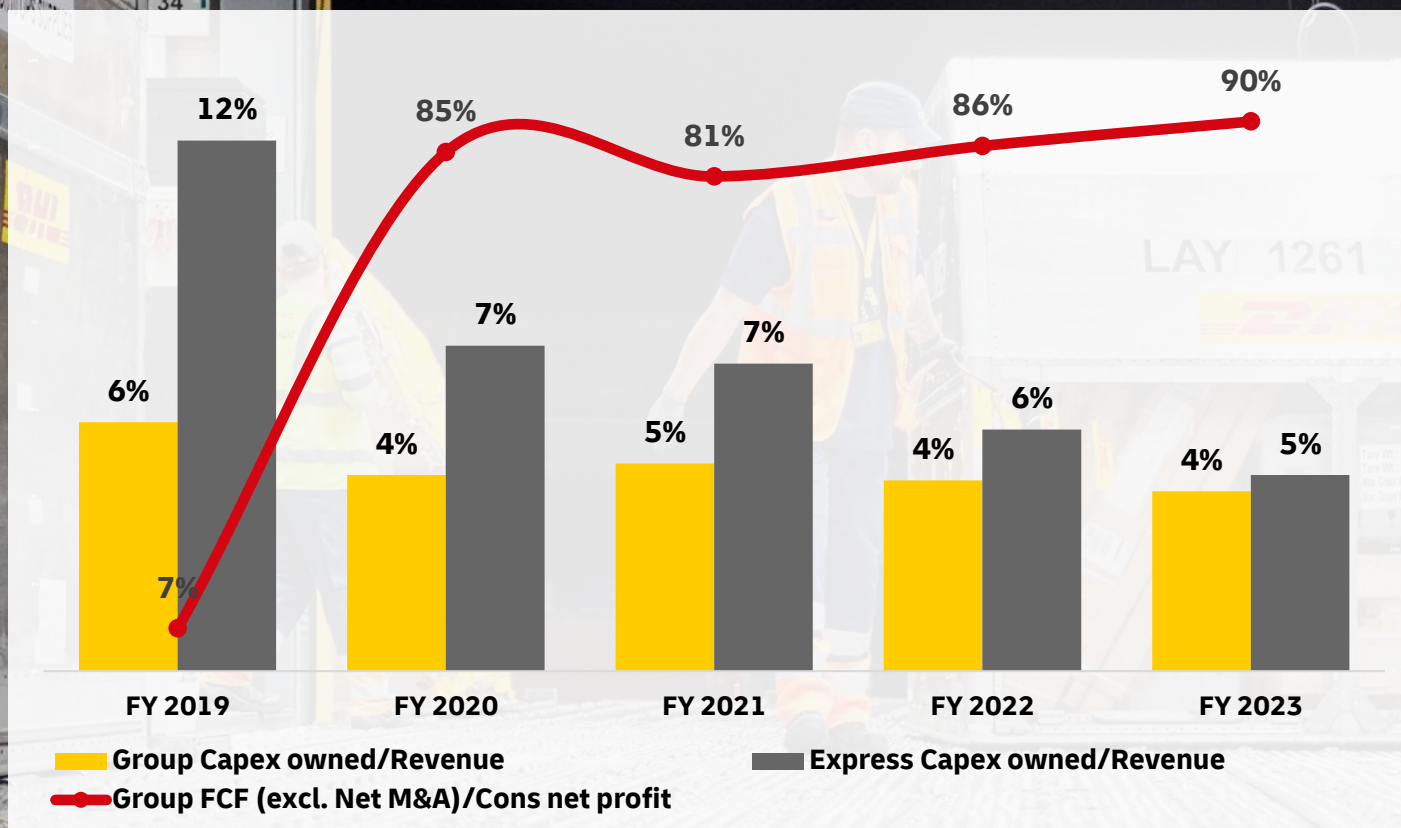
Reliable dividend payment and commitment to **share buy-back**

1

Investments in attractive long-term growth opportunities in-line with strategic priorities

Capex management

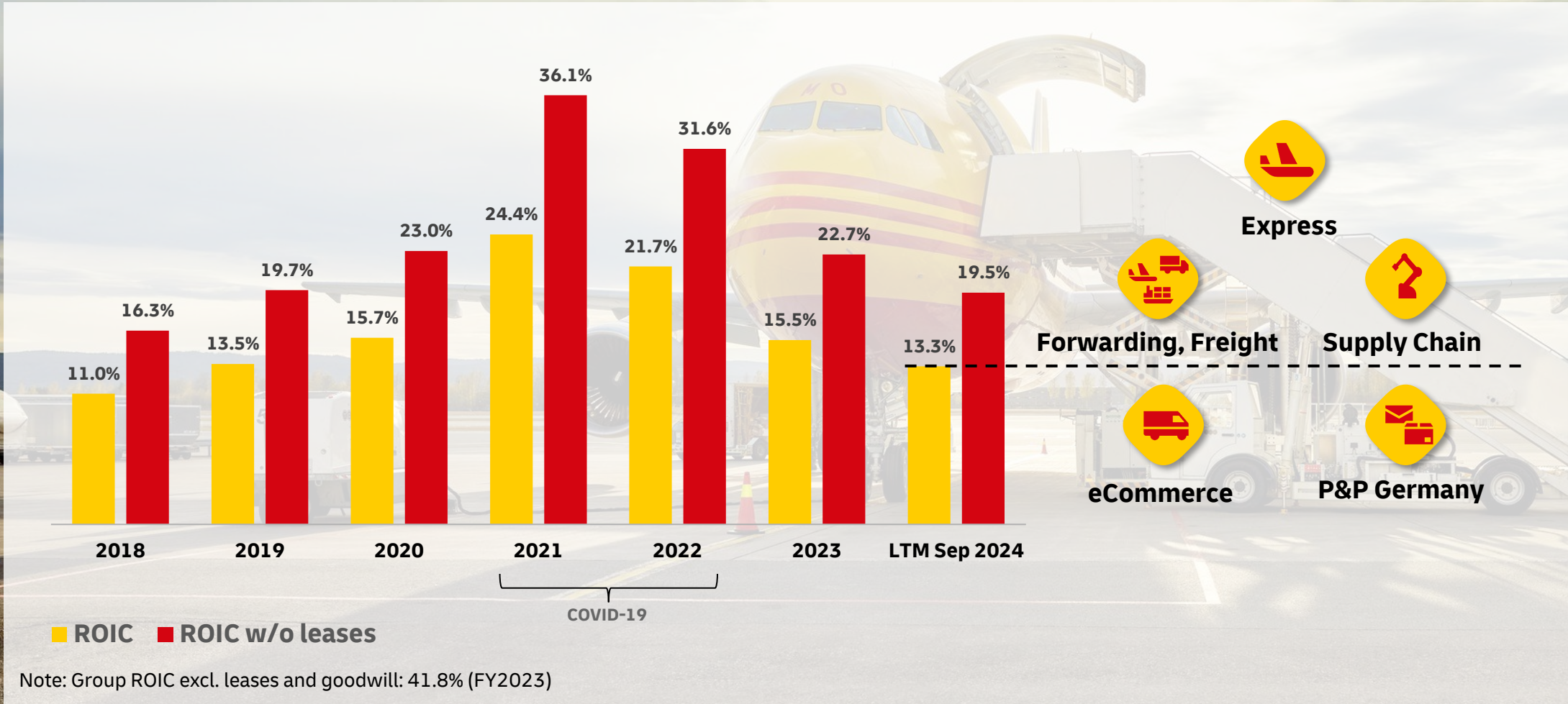
Capex tightly controlled with ongoing investments targeted to structural growth opportunities



9M 2024	
3% Group Capex owned /Revenue	-16% Group Capex owned yoy
3% Express Capex owned /Revenue	-18% Express Capex owned yoy

ROIC

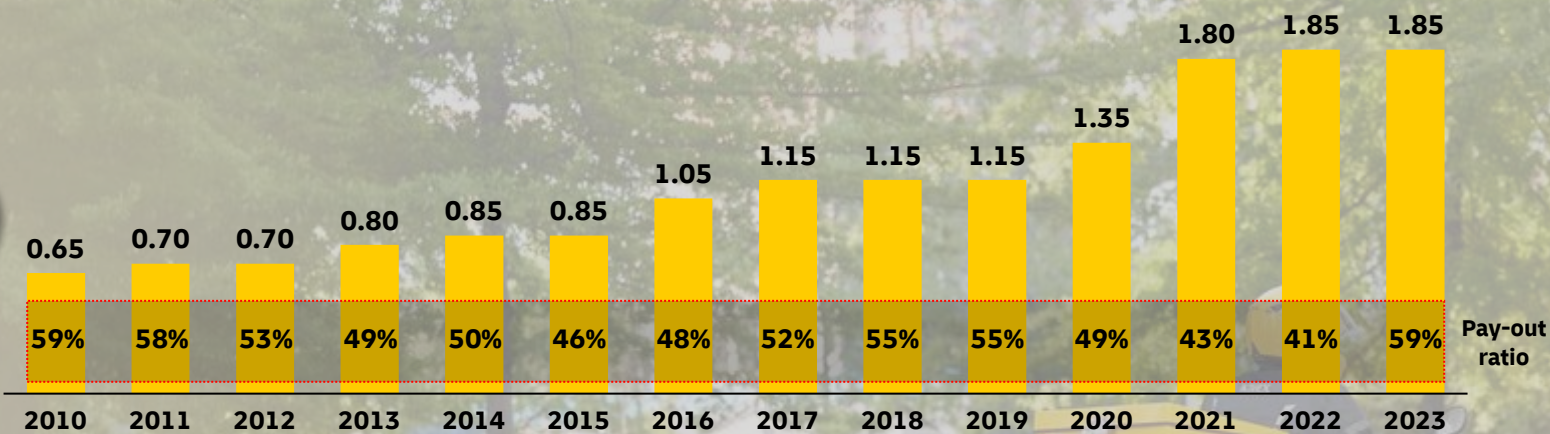
Targeted growth investments, driving consistently high capital returns



Proven track record of attractive shareholders return

Strong commitment to dividend continuity and current share buyback program

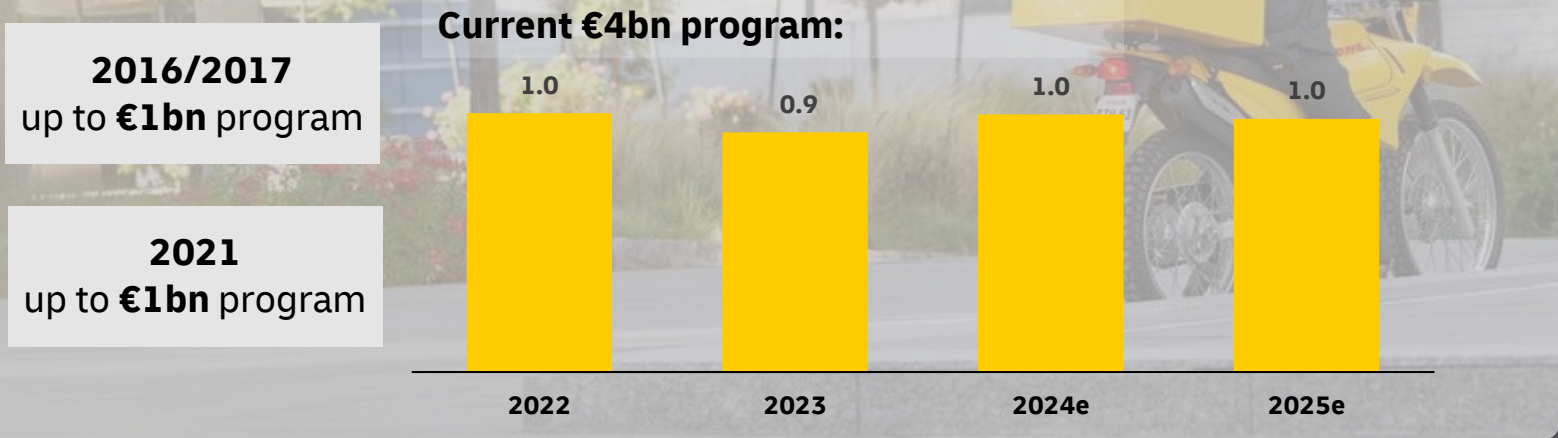
Dividend
(per share, €)



5%
Dividend yield*

*based on closing share price on November 4th, 2024

**Share
buy-back**
(€bn)



- Current share buy-back tranche of **€600m** to be completed by Dec 2024
- After that, outstanding buy-back commitment of **€1bn to be** executed by the end of **2025**, in line with €4bn total commitment for 2022-25

M&A AS A GROWTH ACCELERATOR, COMPLEMENTARY TO CURRENT PORTFOLIO

General criteria

- Value-add for group capabilities and portfolio
- Accretive to earnings
- Considering stable 8.5% WACC

Strategic opportunities with divisional focus in GFF, SC and eC

- **Regions** benefitting from **supply chain diversification**
- **Fast growing sectors** with advanced logistics requirements
- **E-commerce** capabilities

Recent M&A deals

Scalable capabilities



Ocean forwarder specialized in non-hazardous liquids



E-fulfillment operator in Netherlands



Healthcare logistics provider in Mexico



Transport solution provider in Australia

Geographic Expansion



Parcel delivery provider in Turkey

CONTENT



DIVISIONAL DEEP-DIVES:



Strategy 2030
Accelerate sustainable growth

Global Trade

E-commerce

Climate Change

Digitalization

Evolving Workforce

Strong Foundation

Our Purpose
Connecting People.
Improving Lives.

Our Values
Respect & Results

Our Customer Promise
Excellence. Simply delivered.



Ready for more

Mindset for Quality and Growth
Continuous improvement and the will to win

Double Down on Structural Tailwinds
Invest into fast-growing sectors
and geographies

Setup for Success
Lean, divisional structure,
best-in-class functional processes and
digital by default

 **Express**

 **Global Forwarding, Freight**

 **Supply Chain**

 **eCommerce**

 **Post & Parcel Germany**

SHAPING STRATEGY 2030



**We deliver on
our promise**



**Relevant mega
trends offer more
growth opportunities**



WE ARE READY FOR THE NEXT STEP

Focus on accelerating growth

GDP+ growth with >5% CAGR by leveraging divisional growth strategies and building on Group growth initiatives, resulting in 50% revenue growth for 2023-2030

Further increase profitability

Divisional margin increases to be driven by structural (GFF, SC, eC) and cyclical (EXP) improvements

Optimize capital allocation

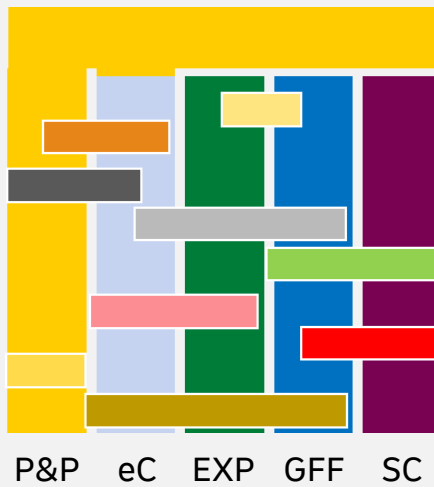
Continued strong **Free Cash Flow** is basis for value creation through investments in the right asset base with attractive returns – **increased focus on Return on Invested Capital (ROIC)**

CURRENT STATE

Management structure

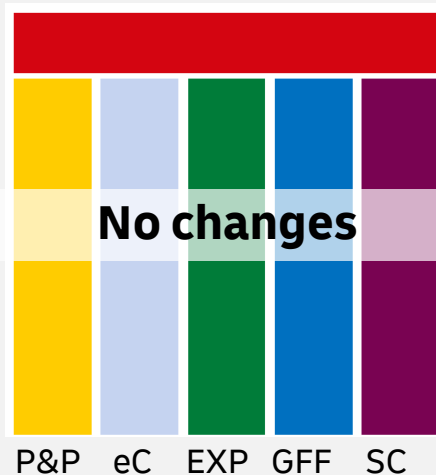


Legal structure



TARGET STATE

Management structure



Legal structure



=

WE ARE PLANNING TO ALIGN LEGAL AND MANAGEMENT STRUCTURE



Reduction of complexity

Dedicated legal holding entities for all five operating divisions and allocation of all subsidiaries to the respective divisional holding entity

Reduces interdivisional entities

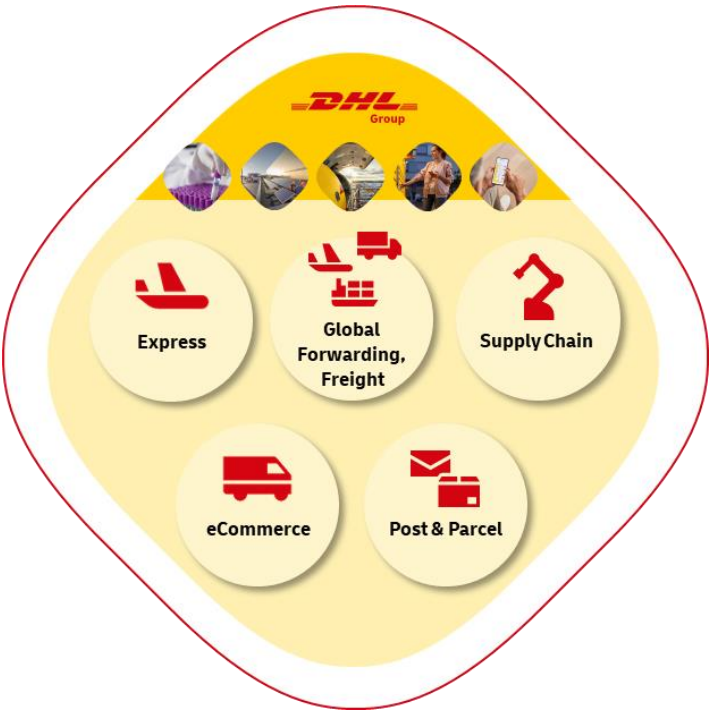


Additional divisional flexibility

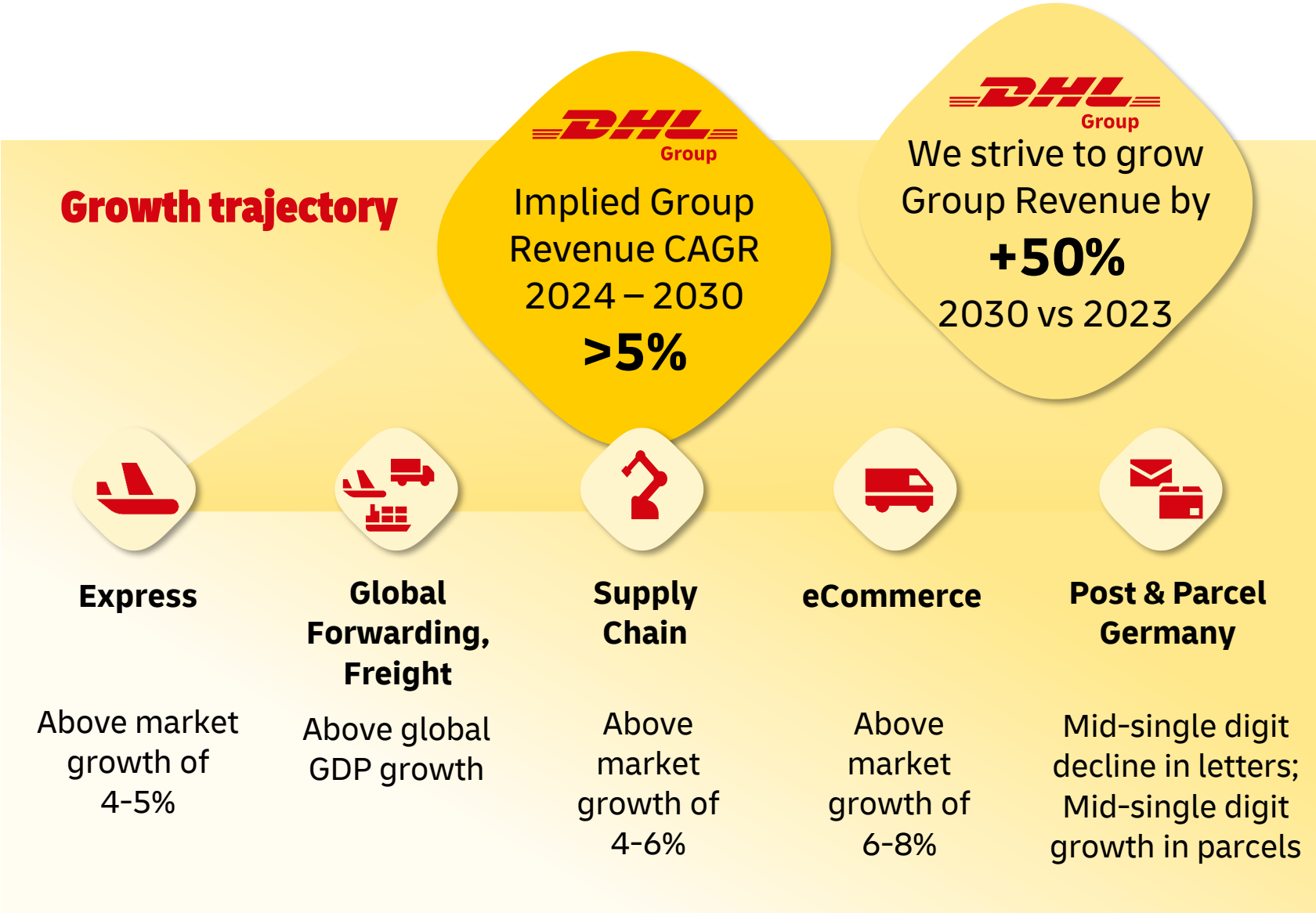
Simplification, e.g., for the introduction of new IT systems and a more agile structure to exploit growth opportunities

DHL GROUP BY 2030: TOPLINE GROWTH

Growth drivers



Growth trajectory





LIFE SCIENCES & HEALTHCARE



New advanced Life Sciences & Healthcare segments like biopharma offer additional growth potential

LSH segments



Conventional

- Convent. Pharma
- Consumer Health
- Medical Devices

Advanced

- Biopharma
- Cell & Gene
- Clinical Trials

5-6%

Market
CAGR
2023-'30e

>10%

Strong established DHL footprint

>5bn €

LSH revenue 2023

CAGR
2019-'23 **11%**

GFF

100+

LSH certified
stations worldwide

SC

**Warehousing
and value added
services**

170+ GDP*-qualified
warehouses in 43
countries (1.9m m²)

EXP

**End-to-end
transport**

180+

Medical Express
enabled countries

>5bn €

**Growth opportunity
incremental revenue by 2030**

* Good Distribution Practise



NEW ENERGY



New Energy market segments



Wind



Solar



Battery Energy Storage System



EV & Batteries

Market CAGR
2023-'30e
>15%

New Energy Sector offers high growth potential especially with new market participants developing into global players

DHL development in fast growing sector

New Energy
revenue 2023

0.4bn €

>40%

Revenue growth
forecast
2024 vs. 23

1,000+

Wind turbines
transported

10 EV CoE*

covering
3 continents for
EV and battery
handling

>3bn € Growth opportunity
incremental revenue by 2030

*Centers of Excellence

Strong track record in fast growing markets

A collage of various national flags. On the left is the Indian flag (saffron, white, and green horizontal stripes with the Ashoka Chakra in the center). To its right is a 2x4 grid of 8 flags: Bhutan, Brunei, Cambodia, Indonesia, Laos, Malaysia, Myanmar, and the Philippines. Further right is another 2x4 grid of 8 flags: Qatar, Israel, Jordan, Oman, Saudi Arabia, Kuwait, United Arab Emirates, and Turkey. On the far right is the Mexican flag (vertical green, white, and red stripes with the national coat of arms in the center).

Revenue 2023

Revenue CAGR
2019-2023

*in thousand m²



E-COMMERCE

E-commerce continues to be #1 growth driver with far above GDP growth especially in x-border e-commerce

Global E-Commerce vs. GDP
2.6x
until 2030

Global E-Commerce Market Size CAGR
7% until 2030

X-border E-Commerce expected to grow
10-15%
until 2030*

*Source: McKinsey

In 2023
~28%

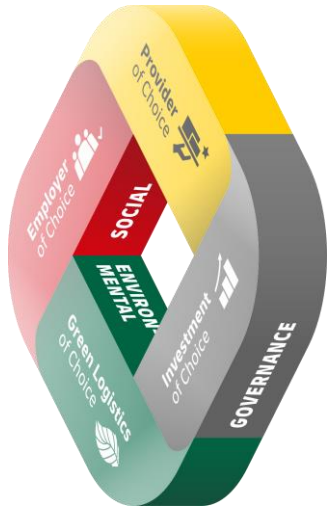
of DHL GROUP'S REVENUE is derived from E-Commerce






14.4%
CAGR (2013-2023)

Remains a major structural growth driver across our divisions

Targets of the ESG Roadmap

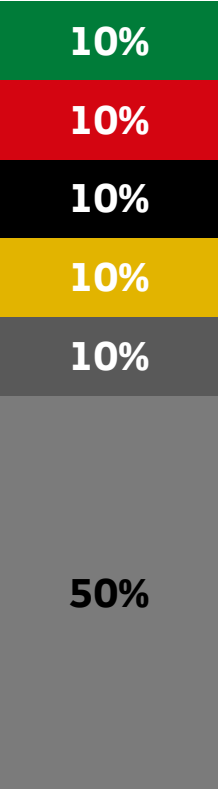


ENVIRONMENTAL Green Logistics of Choice 	KPI	Target 2024	Target 2030	Target 2050
	Logistics-related GHG emissions¹⁾	34.9m metric tons CO ₂ e	<29m metric tons CO ₂ e	Reduce GHG emissions to net zero ¹⁾
			>30% share of sustainable fuels in air, ocean and road freight	
			<66% e-vehicles used in pick-up and delivery	
	Realized Decarbonization Effects	1.5m metric tons CO ₂ e	-	All new, owned buildings to be CO ₂ -neutral
SOCIAL Employer of Choice 	KPI	Target 2024	Target 2025	
	Employee engagement²⁾	>80%	>80%	
	Share of women in middle and upper management	28.8%	At least 30%	
GOVERNANCE Investment of Choice 	KPI	Target 2024		
	Cybersecurity rating (BitSight)	Minimum 690 of 820 achievable points		
	Share of valid compliance training certificates in middle and upper management	>98%		

1) Without offsetting; 2) Represents the aggregated and weighted results of five statements in the annual Group-wide survey of employees; 3) Work-related accidents resulting in at least one working day of absence following the day of the accident.

ESG targets integrated in management remuneration

Criteria for Annual Variable Pay for Board of Management



■ Environment

■ Social

■ Governance

■ Free Cash Flow

■ EAC Divisional*

■ EAC Group**



E: CO₂e 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 CSI (Customer Solutions & Innovation): Providing #OneDHL to the market drives value as many customers require multiple logistics services

Percentage of customers buying from 2+ divisions

~98%

Tier 1

(Top 100 customers)

Share of total revenue represented by customer group

~20%

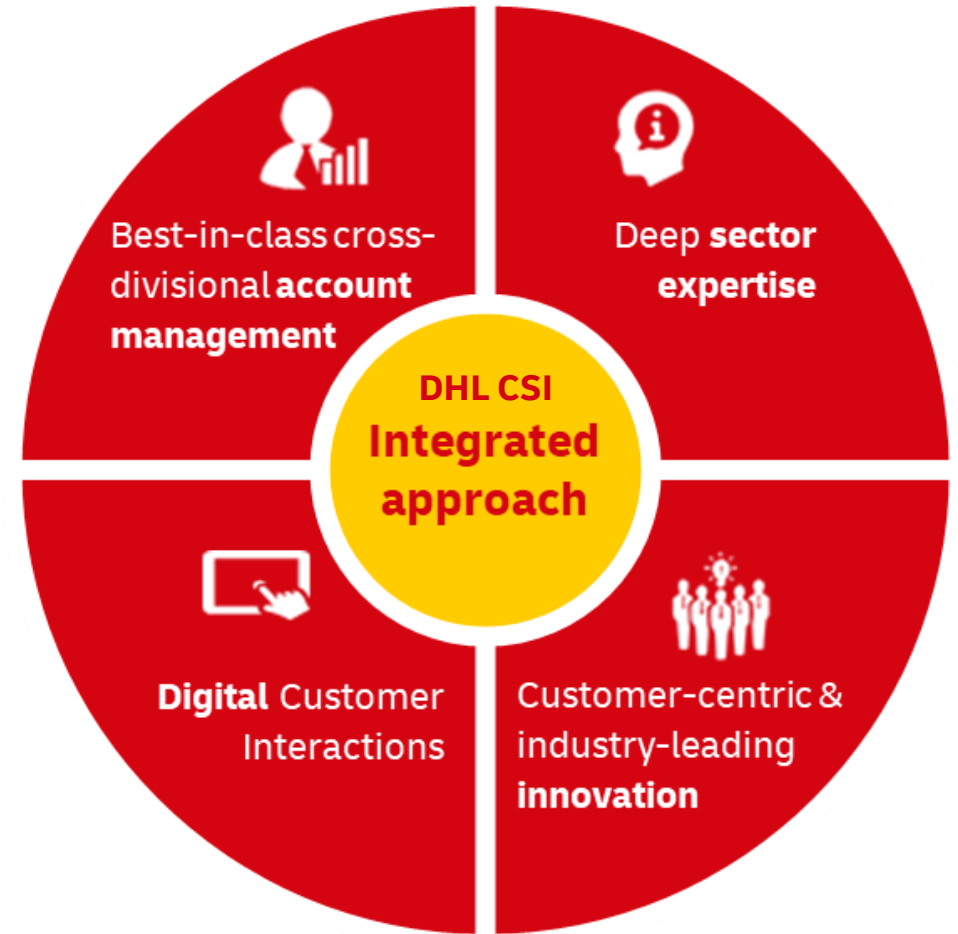
of Group revenue

~76%

Tier 2

~46%

of DHL Group revenue



As of FY 2023

CONTENT



DIVISIONAL DEEP-DIVES:



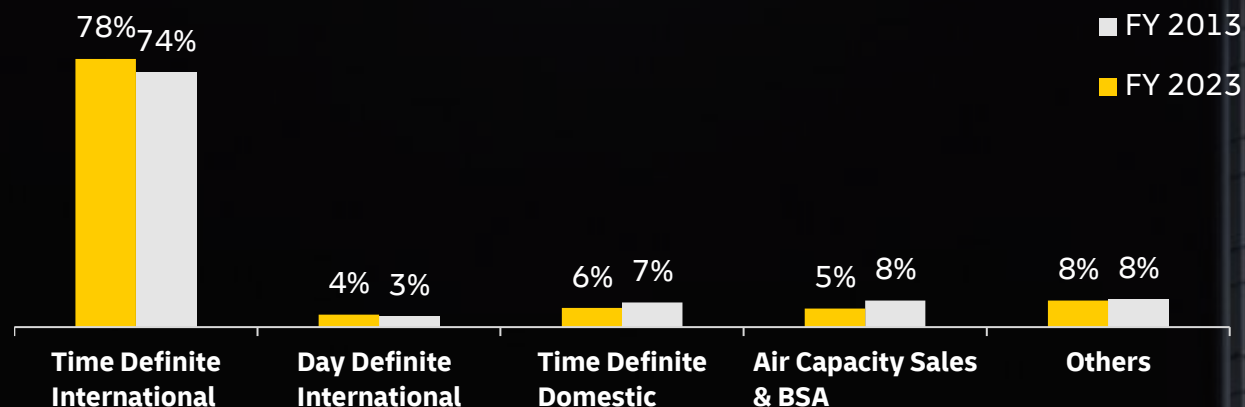
EXPRESS

Global market leader in Time Definite International (TDI)

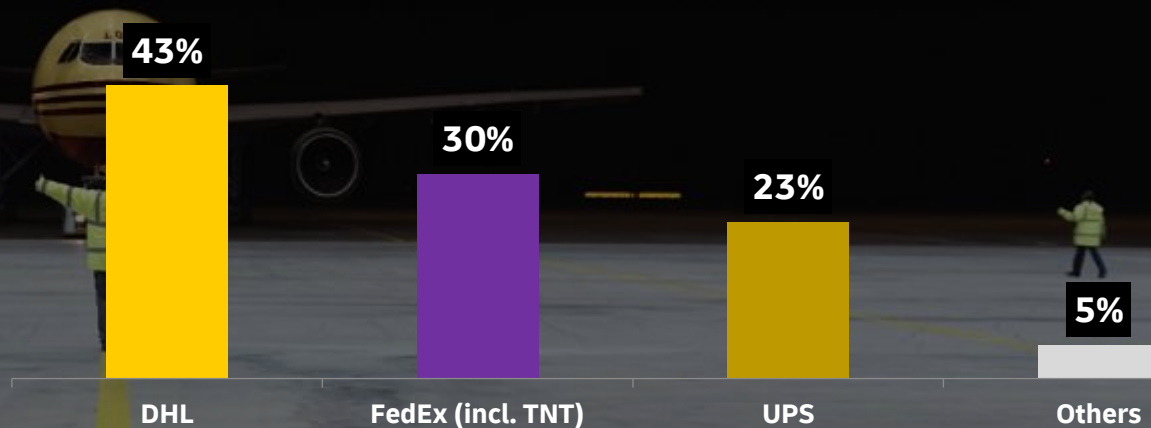
Investment Summary:

- 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

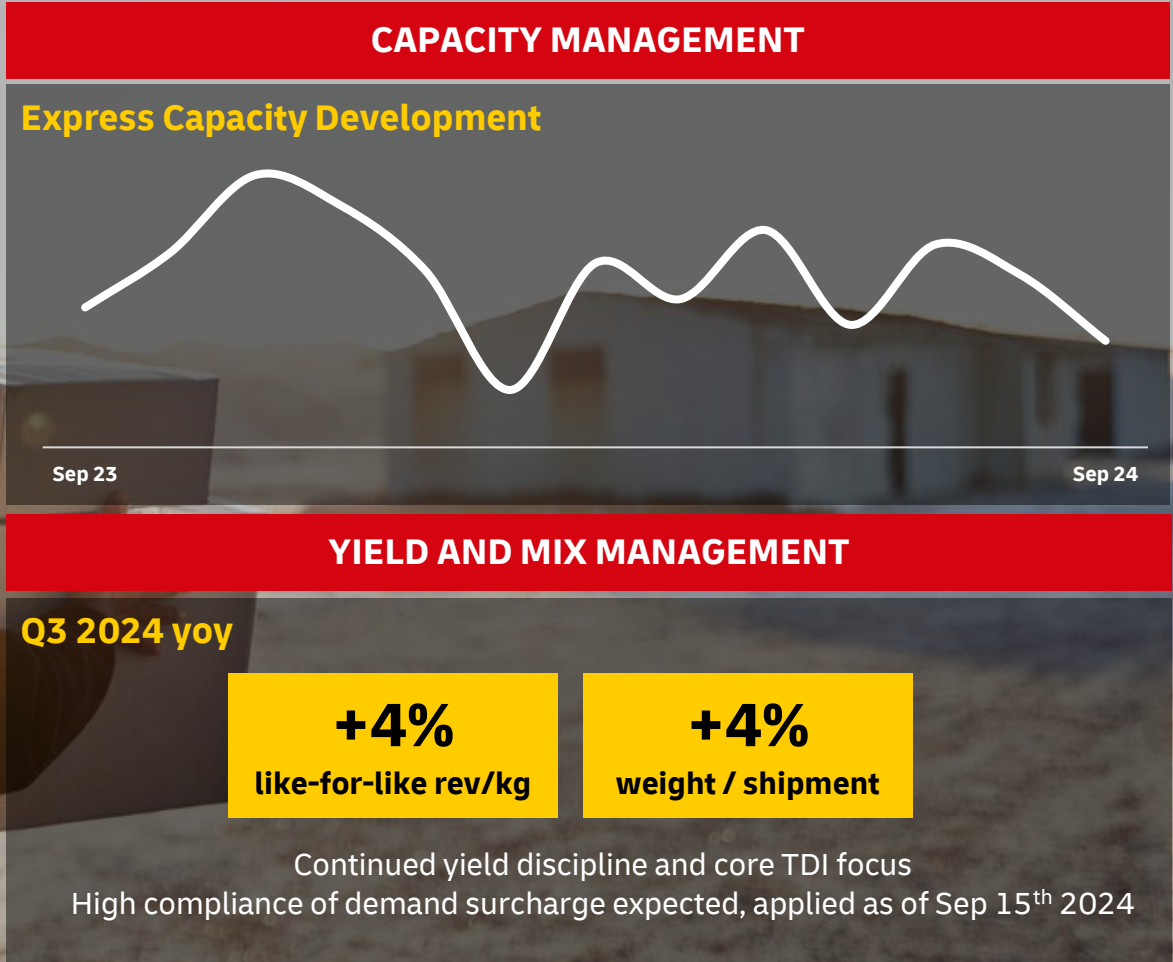
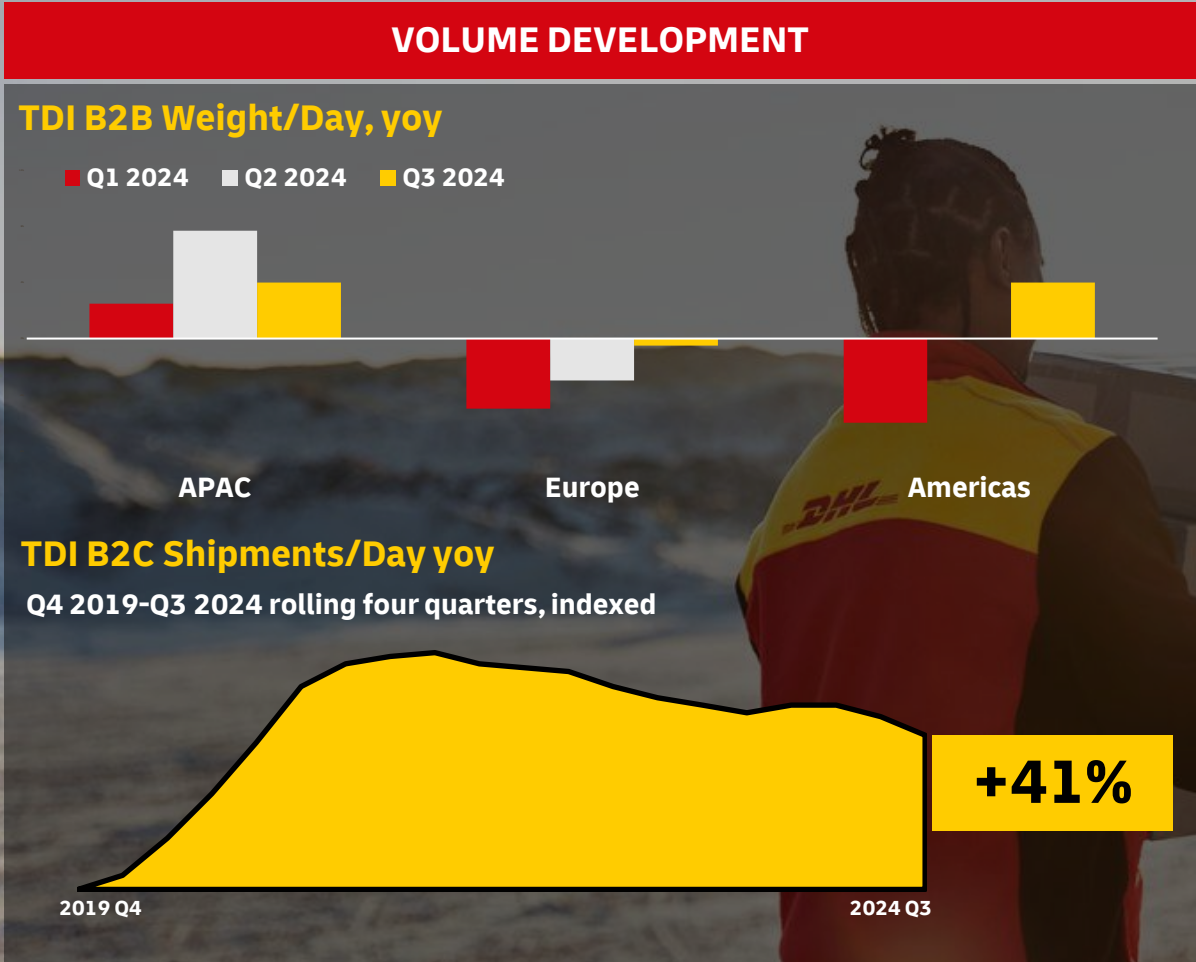


Global TDI revenue market share (2021) (€42.3bn)

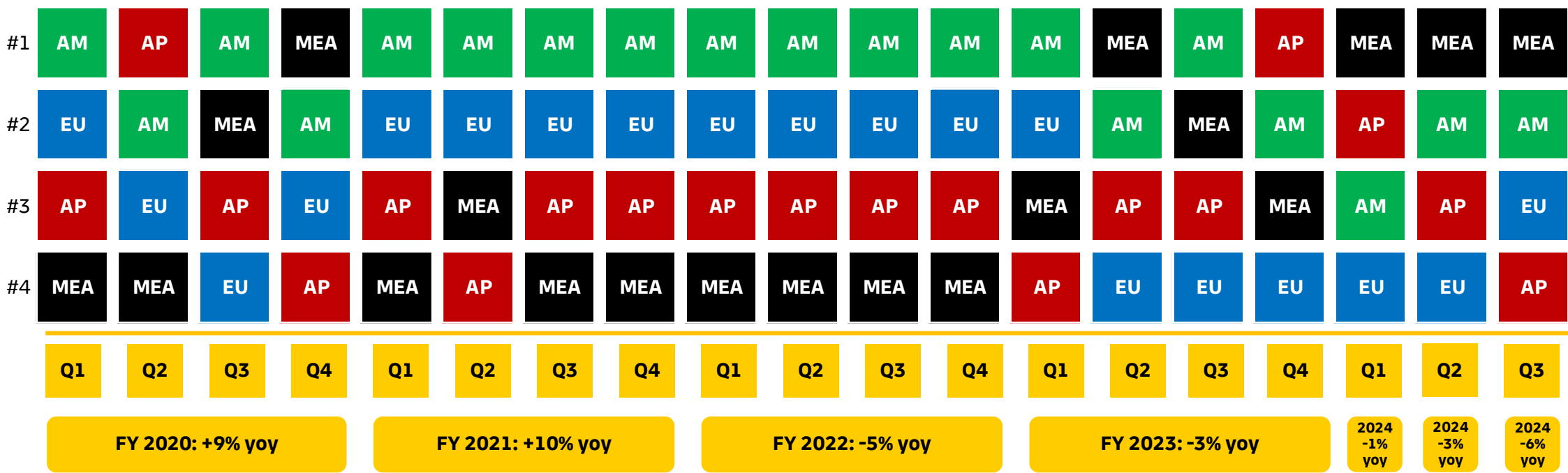


Source: Market Intelligence 2021

Market volatility countered by active yield, mix and capacity management



Express TDI volume growth, quarterly growth ranking



FY 2016: +8% yoy; FY 2017: +10% yoy; FY 2018: +7% yoy; FY 2019: +6% yoy

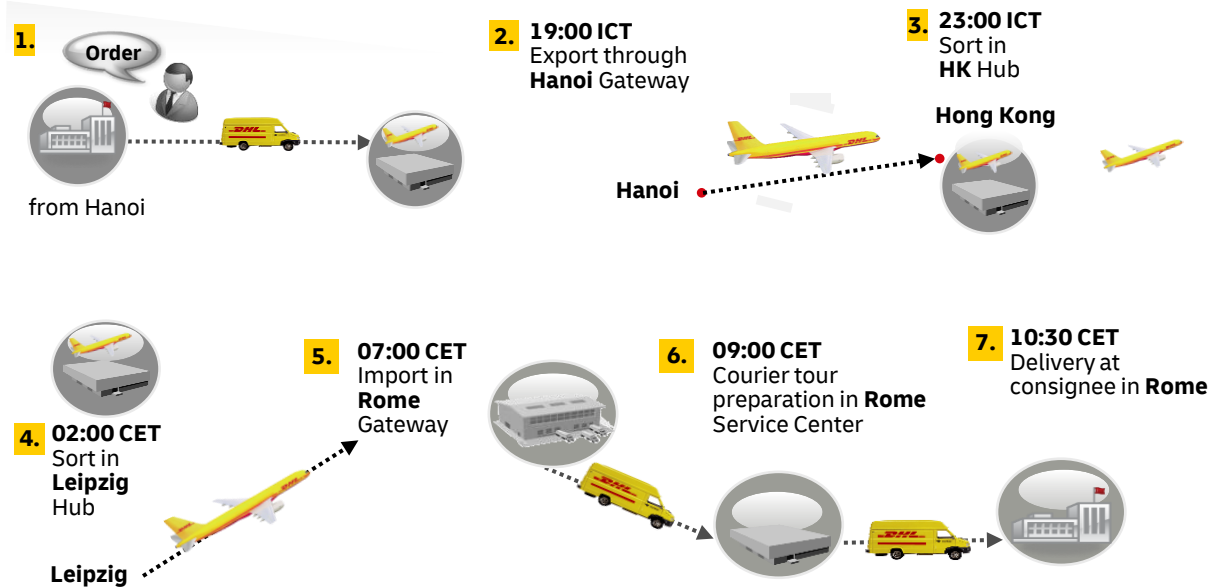
EXPRESS: CORE PRODUCTS

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

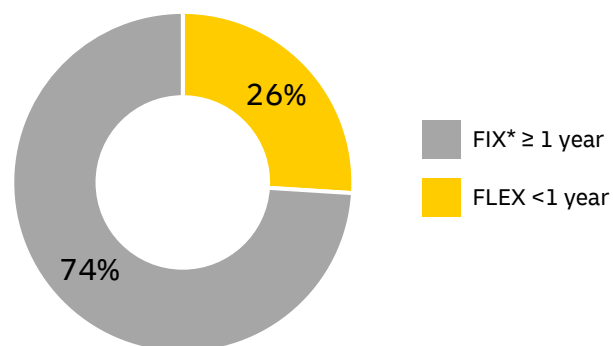
>70 Intercontinental →

>225 Regional →

17 partner airlines

Network Flexibility

Fix | Flex



* Owned & long-term leases

Purchased Air

>200 commercial air carriers

Global Network

>2300 daily flights

>500 airports

22 air hubs

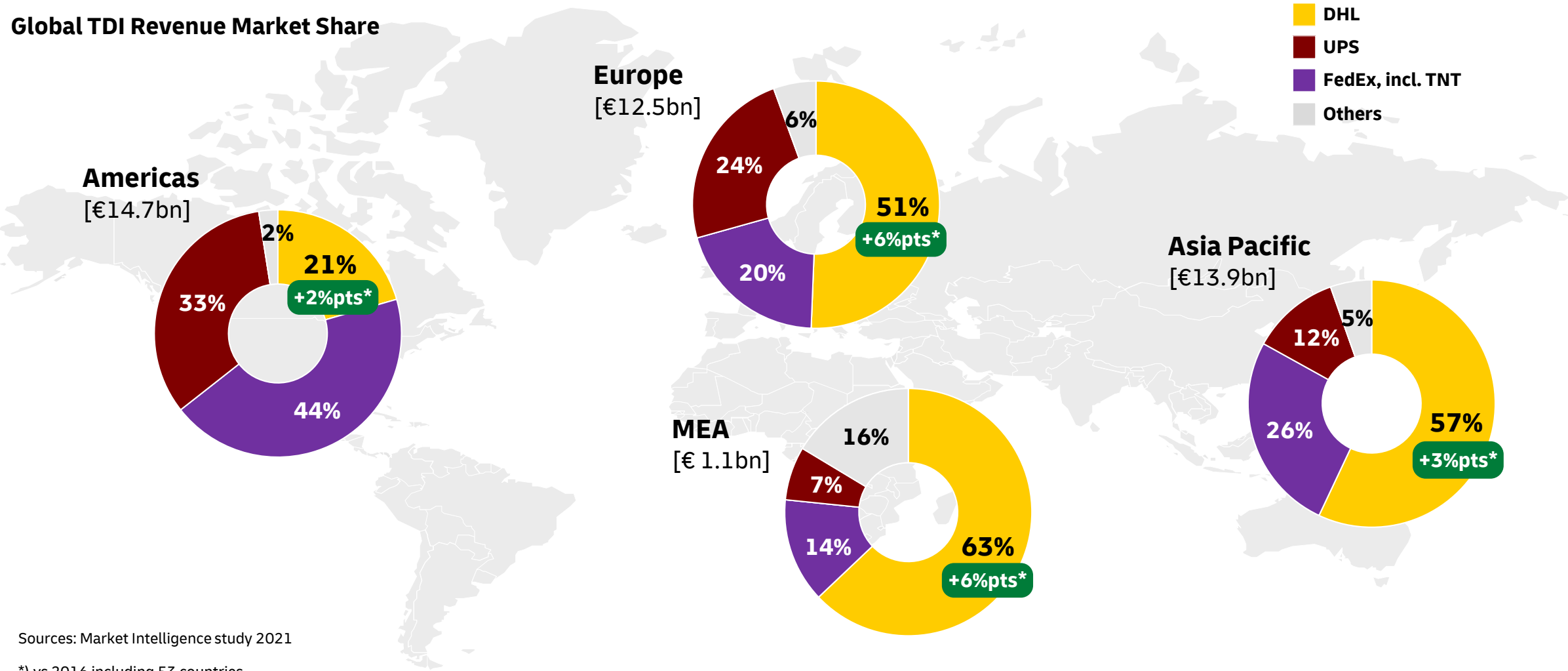
3 global

19 regional

As of year-end 2023

Express: Market share by geography (2021)

Global TDI Revenue Market Share



Sources: Market Intelligence study 2021

*) vs 2016 including 53 countries

**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.)
- Demand surcharge for 2024 peak season in Express as of Sep 15th 2024

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

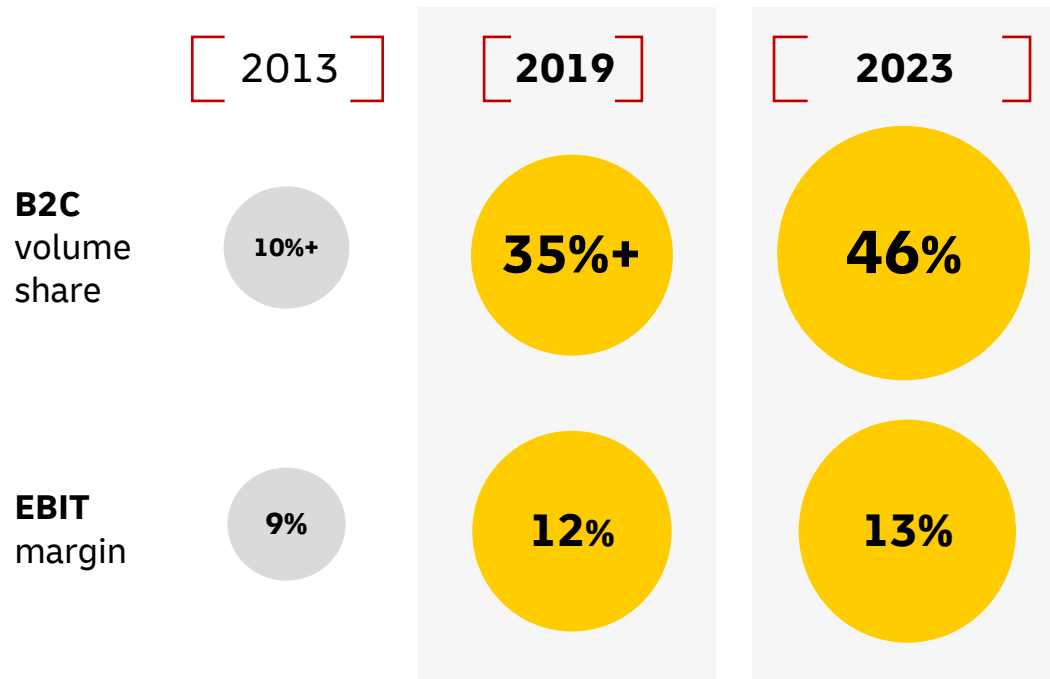
- Ship-to-Profile
- Tender review Board
- Red / Yellow Card
- Net Price Change

Express: Well-diversified vertical exposure

TDI Revenue share by sector (FY 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: Financial Outlook



Market (2024-2030)

Market growth assumptions

TDI shipment growth: 4-5%

Expected growth vs. market

➡ **ABOVE**

Driven by best service quality and successful business strategy (pricing, commercial,...)

Capex Outlook

- Investments of **~€1bn p.a. mainly for replacements and moderate increase in capacity**
- **Further expansion subject to shipment growth** using proven aviation Capex flexibility

EBIT Outlook

- **EBIT growth ahead of volume growth**, driven by established yield management, positive capacity management and continuous efficiency improvements
- **Return of EBIT margin to mid-teens**

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

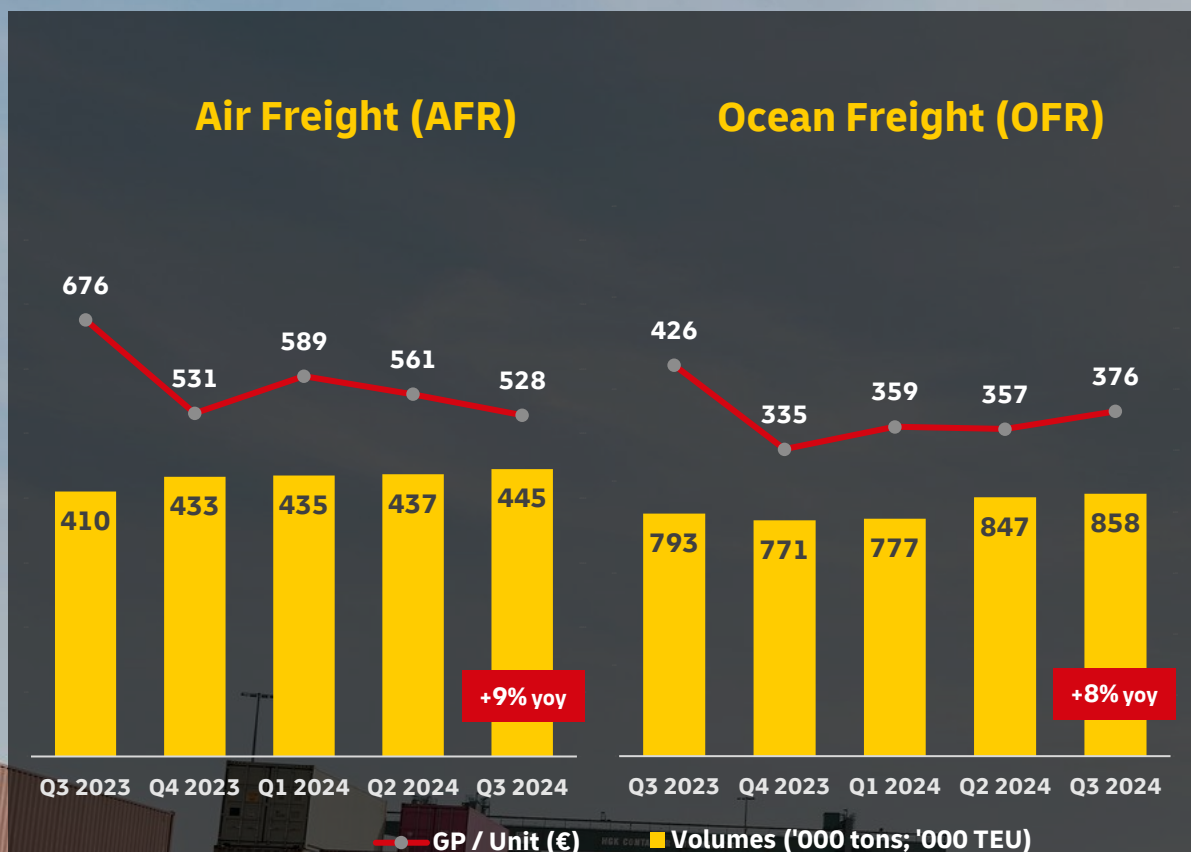


Market Position (2022)

Air Freight	#2
Ocean Freight	#2
Road Freight (EU)	Leading position in a highly fragmented market

Global Forwarding, Freight

Confirmation of volume recovery from last year's decline



- **AFR and OFR volumes continue to bounce back** against the base effects of double-digit declines in Q3 last year
- **OFR GP/TEU slightly up sequentially** as good peak season demand faced continued tight markets; **AFR GP/tons down** due to significant increase in buying rates on selected tradelanes; **Other GP up 4% yoy**
- **DGF EBIT/GP conversion rate slightly up sequentially and stable yoy at 30%**

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

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**



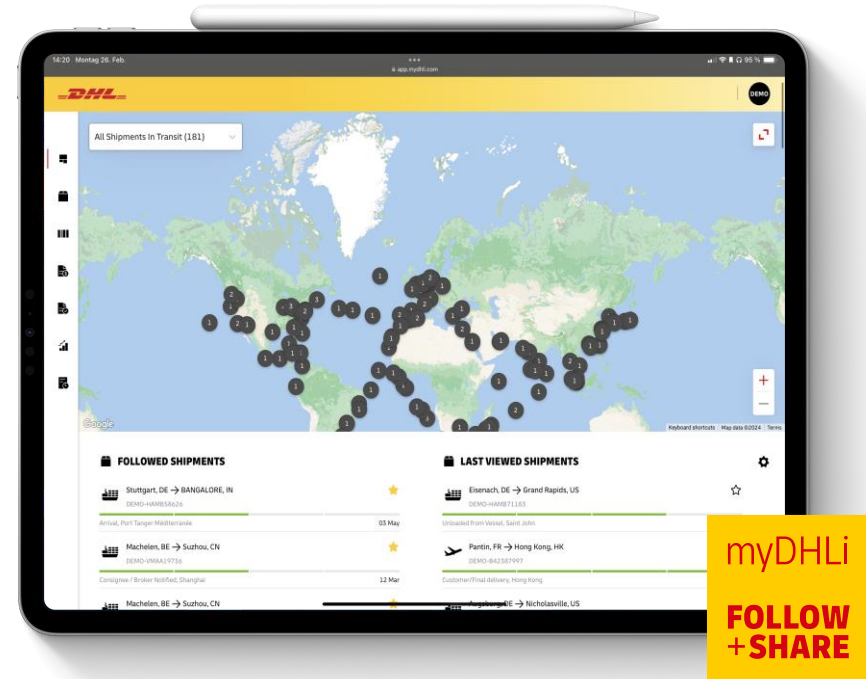
2021

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: Financial Outlook



Market (2024-2030)

Market growth assumptions

Growth in core products in line with global GDP

Expected growth vs. market

 **ABOVE**

GFF growth above market driven by service quality, sector and sales channel strategy, and further digitalization

Capex Outlook

- **Asset-light** business model to be continued
- **Ongoing investment into digitalization and optimization** along IRR 2.0 (IRR = IT Renewal Roadmap)

EBIT Outlook

- Return to DGF **conversion rate (EBIT/GP) of 35%** over the cycle supported by ongoing structural **productivity** gains through GTOM* central operational governance and further automation
- Cycle average EBIT margin 6-7%

*Global Target Operating Model

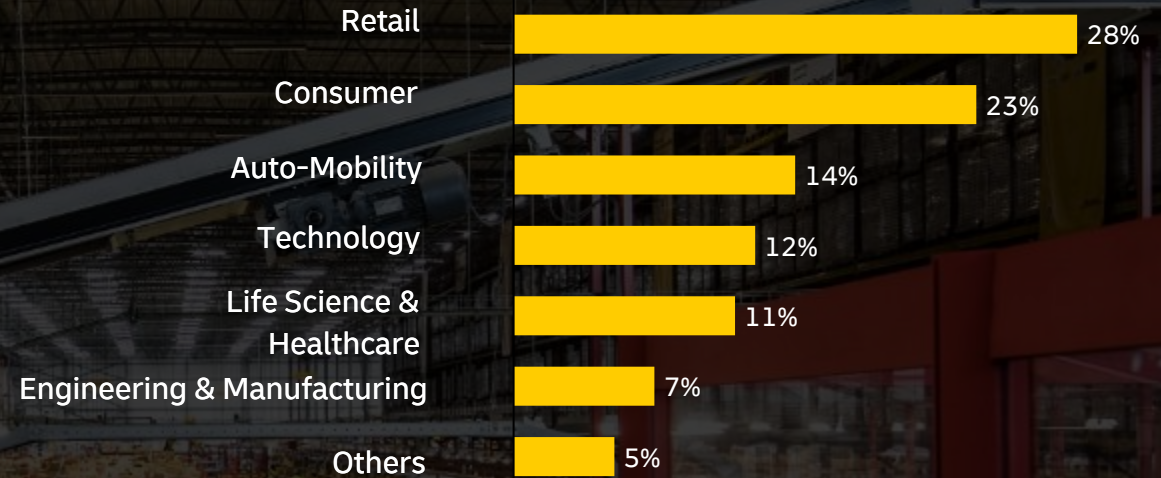
SUPPLY CHAIN

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

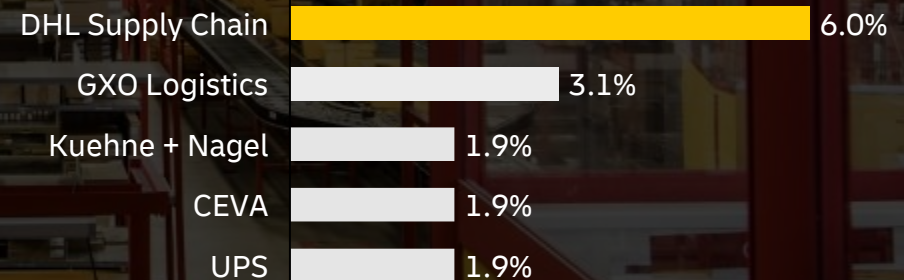
Investment Summary:

- 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)



Supply Chain

On its way to deliver another year of record profits

+6%

Q3 2024 yoy
Organic revenue growth

6%

Q3 2024
EBIT margin

€6bn

Total Contract Value
signed in 9M 2024

91%

9M 2024
Renewal rate

- **Solid revenue growth**, mainly driven by new business wins and contract renewals
- Significant contribution of **new business wins** in Life Sciences & Healthcare, in Retail including growing e-commerce and the associated e-fulfillment solutions, and in the Energy sector
- **Strong 6% EBIT margin** driven by
 - Continued **deployment of digitalization and automation**, with >7,000 robots supporting our operations globally
 - **Standardization** resulting in productivity improvements
 - Focus on **higher margin solutions**

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 FARMER 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 global expansion and specialized pharma network fuel growth in the evolving **Life Science and Healthcare (LSHC)** landscape

DSC has a global presence in Life Science and Health Care business including a Clinical Trials network

Customer demand for advanced pharma logistics drives growth









11% of DSC's revenue in LSHC in 2023

>430 LSHC customers globally

>100k shipments per year in Clinical Trials network

Conventional
Advanced

Segment	CAGR '23-30
Pharma Conventional 	5%
Consumer Health 	6%
Med Device 	6%
Biopharma 	13%
Cell & Gene 	25%
Clinical Trials 	12%

Capturing **omni-shoring** opportunities

Harnessing DSC global footprint to build...

 **resilient**

 **efficient**

 **flexible**

 **and speedy**

...supply chains for
our customers



Customer Example

Chinese car manufacturer expanding into **MX** to build production base for sale in US market





Customer Examples

Chinese e-commerce companies expanding into **Brazil domestic market**



Customer Examples

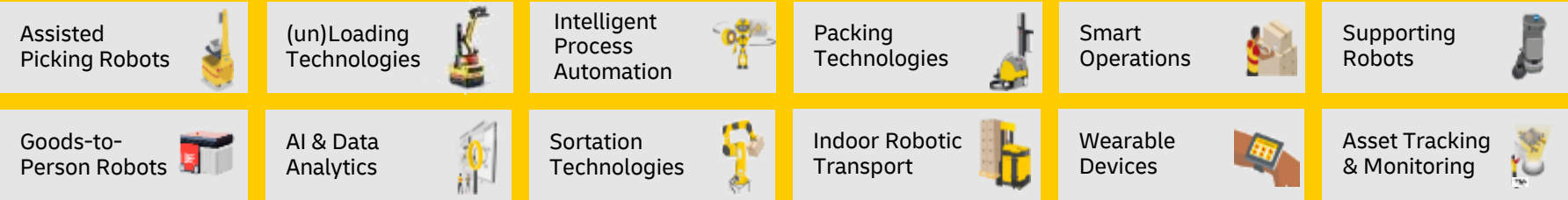
Global technology companies diversifying production and supplier base from **China** into **Thailand, Vietnam and India**

 Countries with DSC operations
 SF Partnership

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



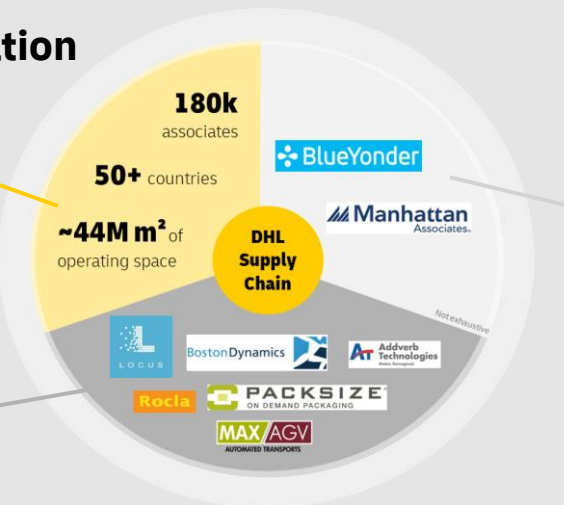
6 Mechanized Automation



Vendor orchestration

Logistics assets and expertise

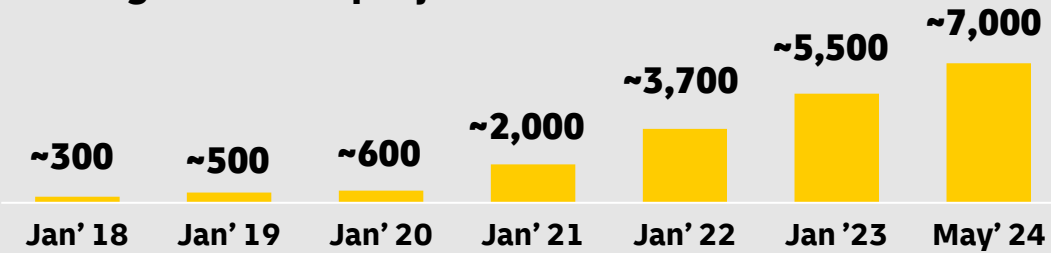
Robotics vendors for solutions and analytics



Strategic software vendors for integration and analytics

91% of sites with Accelerated Digitalization technology deployed

of digitalization projects live



SUPPLY CHAIN: Financial Outlook



Market (2024-2030)

Market growth assumptions

4-6% average growth in global contract logistics market

Expected growth vs. market

 **SIGNIFICANTLY ABOVE**

Driven by ongoing outsourcing trend, trade development as well as strategic initiatives towards higher growth products & sectors

Capex Outlook

- Maintain business model (**mostly asset-light**)
- **Continued investments** into new business. Further included are investments into robotics and automation solutions, accelerated digitalization as well as decarbonization. This in turn leads to an improved GP based on higher margins from new business, as well as increased efficiencies

EBIT Outlook

- **Continuous EBIT growth** driven by participating in market growth, sector and customer specific solutions and build up of specific capabilities (incl. focused M&A)
- **Continuous improvement of industry-leading profitability to EBIT margin of 6-7%** supported by sector focus, digitalization and process optimization

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.

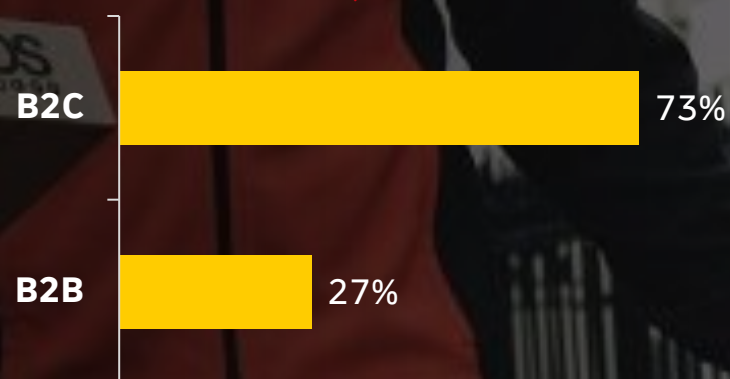
Investment Summary:

- 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



eCommerce

Attractive structural e-commerce growth; currently in network expansion & investing phase

+7%

Q3 2024 yoy
Organic revenue growth

3%

Q3 2024
EBIT margin

~140k

Out of home points

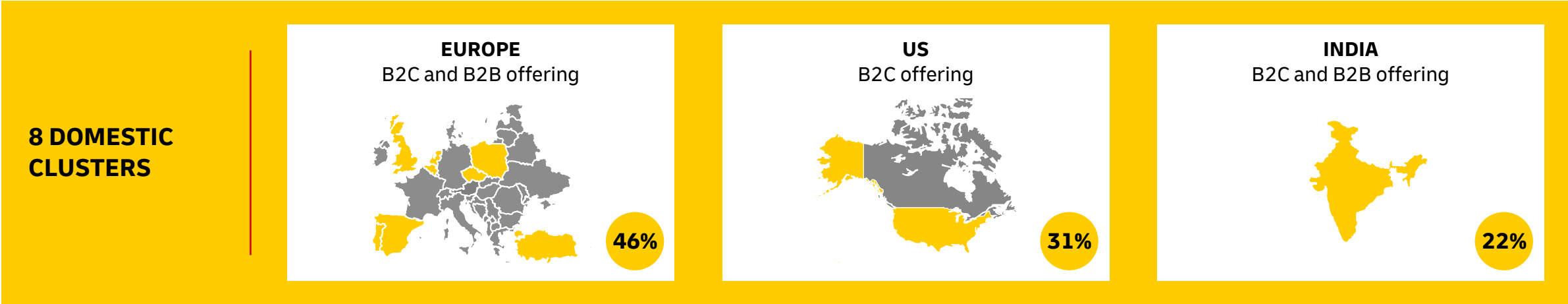
95.5%

On-time delivery

- **7% organic revenue growth driven by higher volume and yield management:** like-for-like Q3 2024 B2C volume +8% yoy
- Margin continues to reflect **current network investment phase**, a.o. visible in increased depreciation
- **Largest integrated out-of-home (OOH) parcel network** in Europe with ~140k touchpoints

Our offer is focused on Europe, US and India

 Volume share



We accelerate our domestic and cross-border growth through strategic partnerships

Together with other participants in the e-commerce value chain, including carriers, marketplaces, and 3PVs, we're joining forces to **seize market opportunities more swiftly**

Locker network development with Cainiao (logistics arm of Alibaba)



Connecting Italy with rest of Europe with Poste Italiane



European Partnership with Austrian Post



Enabling cross-border delivery for SMEs out of US with Global-e and Shopify



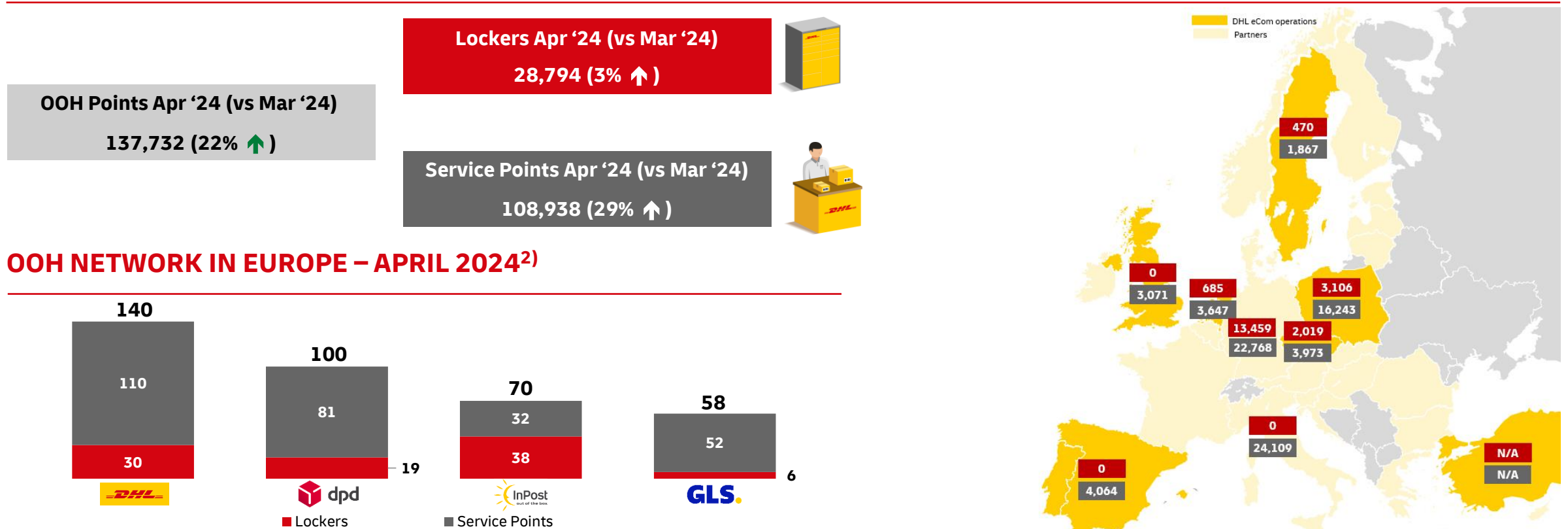
Smart Cross-Border™



We are building Europe's most extensive out-of-home delivery network to meet rising e-commerce trend of unattended delivery

The **preference for Out-of-Home** grows in Europe, with **72% of shoppers** demanding the flexibility to change the delivery option¹⁾

The parcel volume in our OOH network increased **YoY 25%** and **since 2019 139%**



1) Source: DHL Online Shopper Survey 2023 2) InPost: Q1 2024 results presentation; DPD pick-up finder and country research; GLS OOH-Report (June 2023)



Evolution of DHL eCommerce in the DHL Group

PORTFOLIO BUILD-UP

- Expansion geographically, into fulfillment and e-com orchestration
- Optimized set-up in DHL Group structure

CLEAN UP AND COVID

- Restructuring and focus on domestic and deferred cross-border within DHL eCommerce
- Indirect cost optimization and simplification
- Exploiting tailwind of the pandemic

INVESTING FOR GROWTH

- Building foundations for growth by investing in network infrastructure: hubs, facilities, fleet, lockers

MARGIN EXPANSION

- Productivity enhancements and increased utilization of assets
- Leverage volume growth and yield management

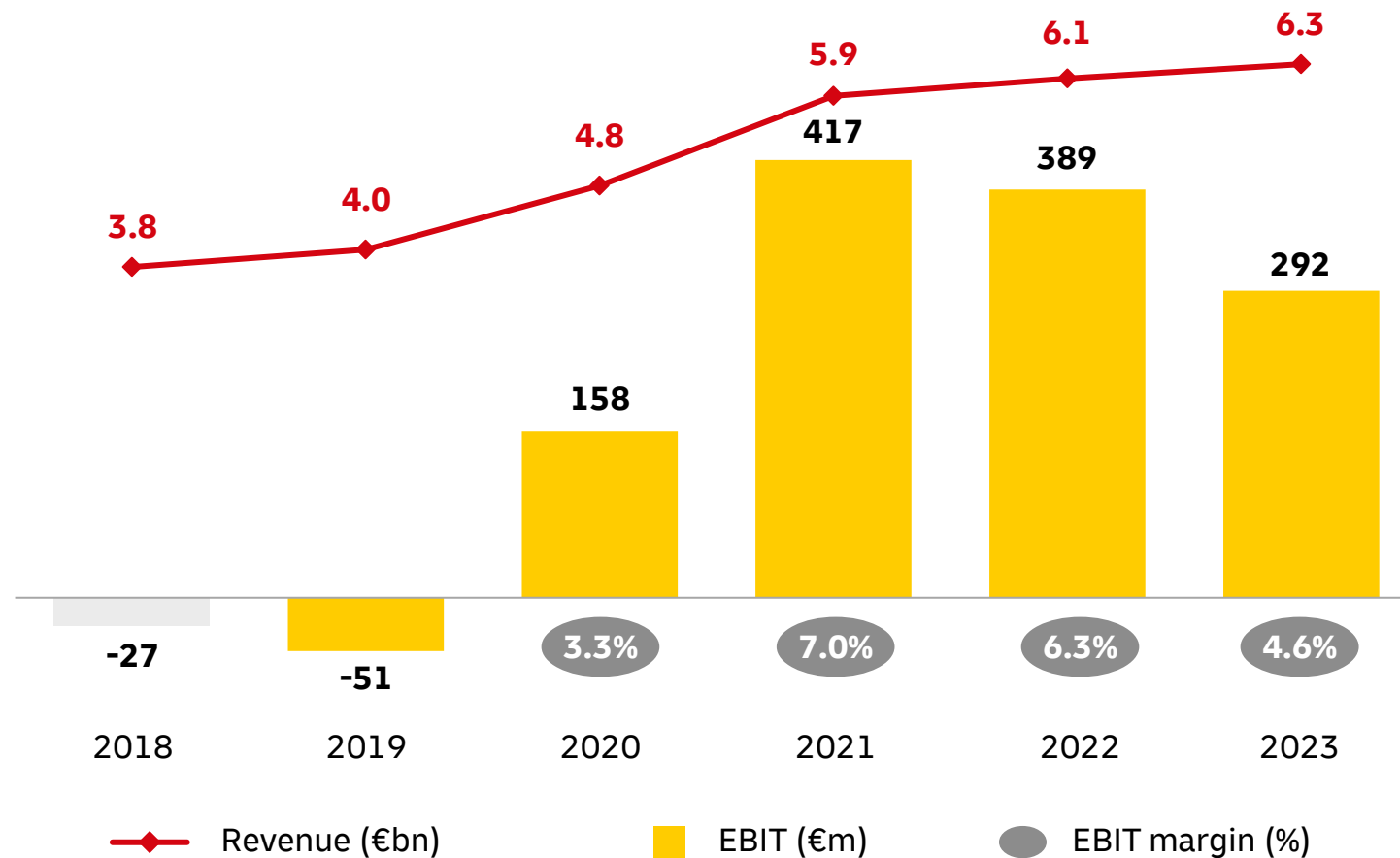
2010 - 2018

2019-2021

2022-2025

2026-2030

DHL eCommerce 2018 – 2023 Revenue and EBIT development



2018: P&P's subdivisions
Parcel Europe and eCommerce

ECOMMERCE: Financial Outlook



Market (2024-2030)

Market growth assumptions

Strong growth of 6-8% across domestic and cross-border e-commerce markets – geographically quite heterogenous

Expected growth vs. market



Expanding market share alongside strong yield discipline

Capex Outlook

- **Average spend of ~€300-500m p.a.** (capex owned assets)
- **Further investments along whole value chain:** Fleet expansion & modernization, digital platform, network expansion, especially in hubs and depots including sorting technique

EBIT Outlook

- **EBIT growth trajectory** driven by volume, yield and operational efficiencies
- **EBIT margin stable at 4-5% in investment phase** (until 2025); **followed by margin expansion to >5%**

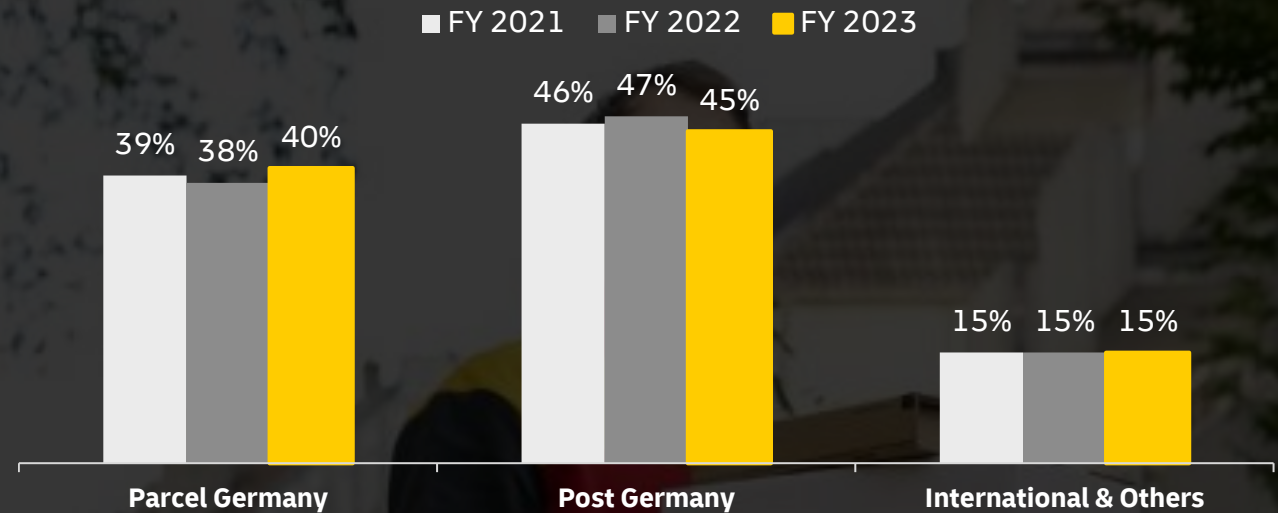
POST & PARCEL GERMANY

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 CO₂e /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)

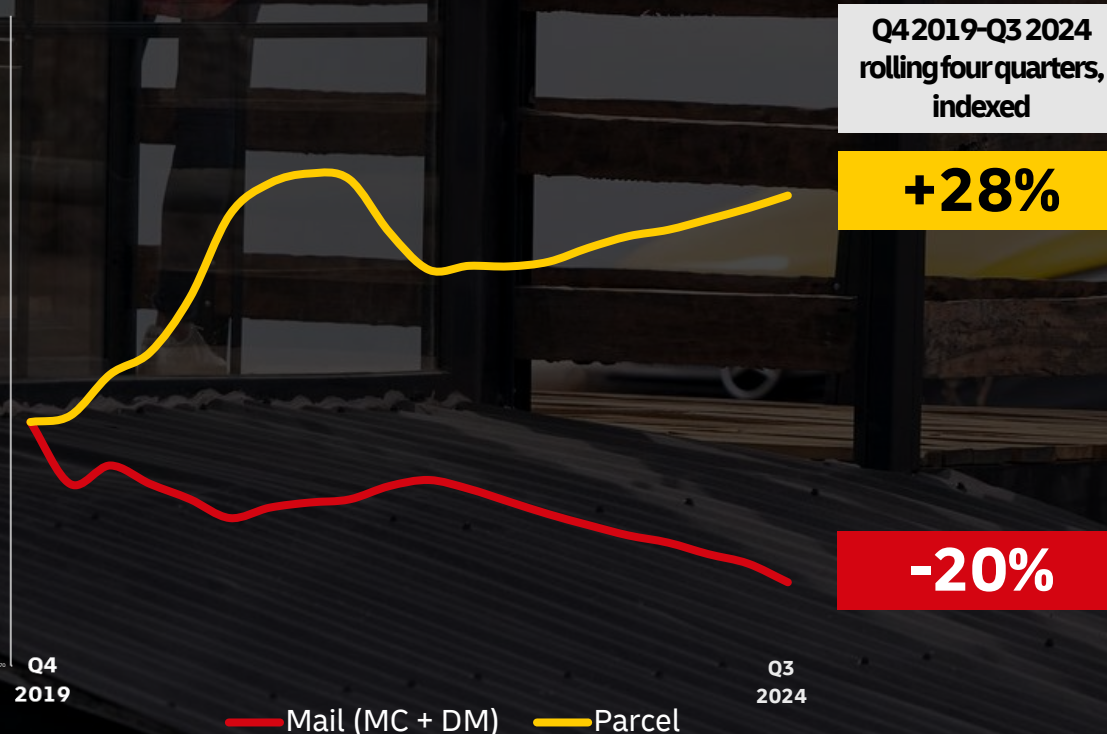
>40%

Market share **Parcel**

Post & Parcel Germany

Working through major structural transformation from Mail to Parcel

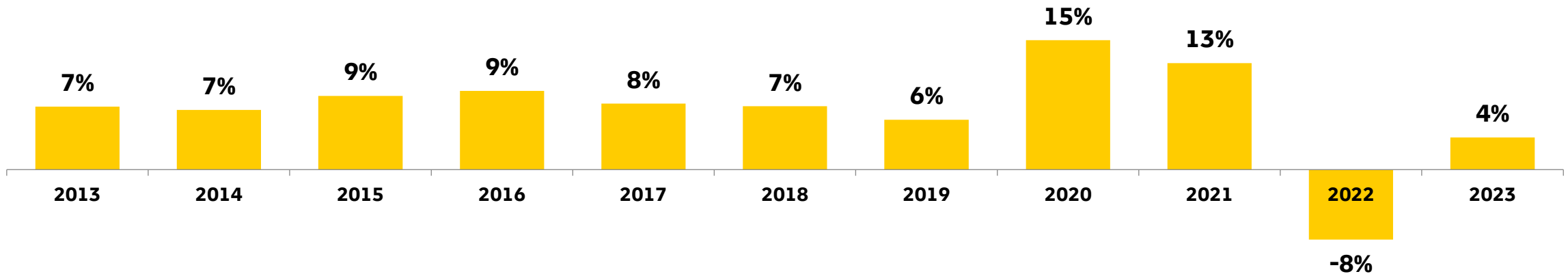
Mail vs Parcel Volume development



- **Parcel revenue up 9% yoy in Q3**, driven by 5% volume growth and increased yields
- However, Parcel growth cannot fully compensate **accelerated mail decline (-13% yoy, Mail volumes/working day)** and higher costs, esp. from wage increase
- As previously flagged, the second round of the wage agreement came into effect on April 1st with an estimated yoy impact of €~400m for FY 2024 – in Q3, **yoy costs increase from wage agreement of €132m**
- **Q3 EBIT includes a net positive one-time effect** from developments in various legal disputes of ~€70m

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

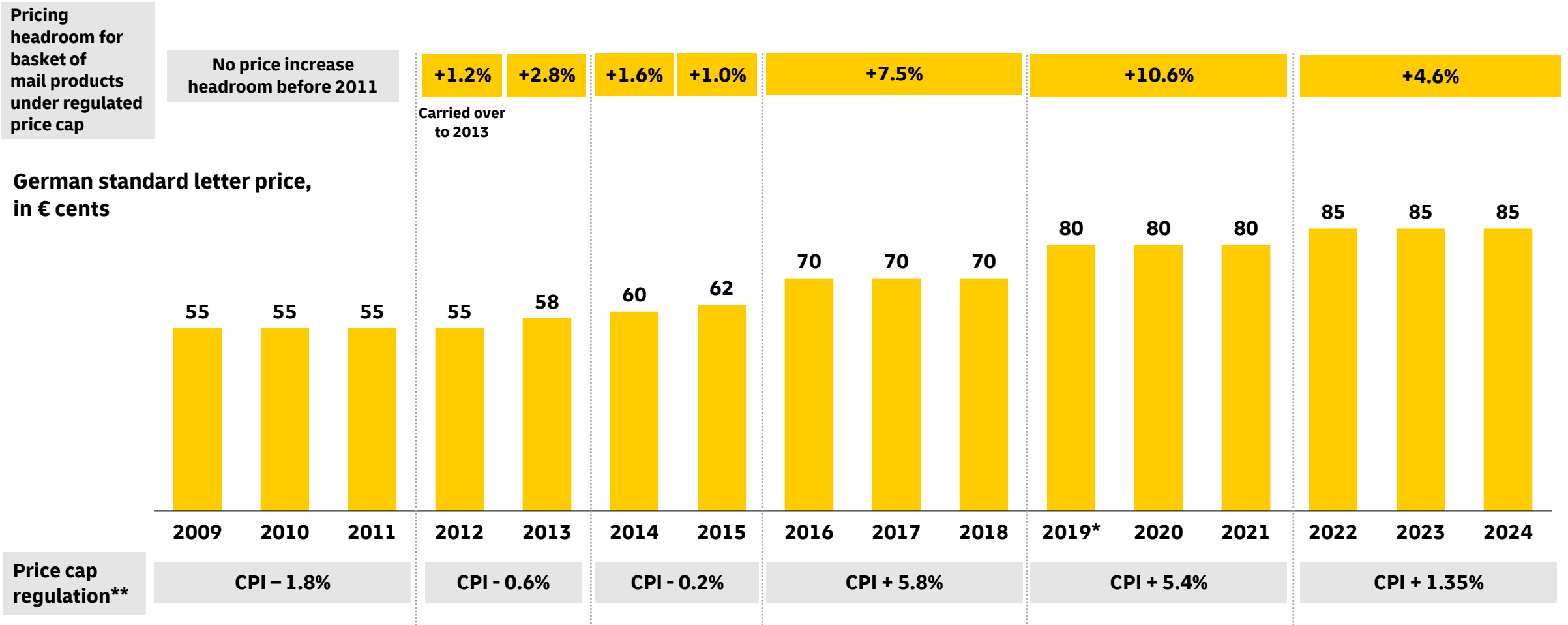
Parcel Lockers
(Packstation)

P&P Germany: Products and Pricing

P&P revenue FY23: ~ €16.9bn**		Pricing
Mail Communication ~ €5.1bn	Private customers (€0.6bn; ex-ante regulated) Business customers (€1.4bn; ex-ante regulated)	
	Partial services – business customers (€2.0bn; ex-ante regulated)	
	Other (€1.1bn)*	
Dialogue Marketing ~ €1.8bn	Addressed and unaddressed advertisement mailings, campaigns (both digital & physical)	
International ~ €2.5bn	In- and outbound Germany shipments (Ex-ante: Outbound)	
Others/Consolidation ~ €0.9bn	Press, pension services, retail	
Parcel Germany ~ €6.8bn	Business customers	Top accounts (~0.5k customers) Middle accounts (~20k customers) Small accounts (~115k customers)
		Private customers (Ex-ante regulated)
		4.6% increase starting Jan 1st 2022 for 3 years (incl. international)
		Increase discount for 2 nd service level by 3 pp & incentive for more E+1/2
		Partial annual price adjustments
		Introduction of season/peak surcharge & increase in pick-up surcharge abroad & weight-differentiated increase in base prices
		Partial annual price adjustments
		Price curve harmonization and increase of minimum price
		Pricing varies by contracts. General price measures combined with adjustment of toll surcharge
		Introduction of 20kg-parcel and increase of highest weight category (up to 31,5 kg) from Jul 12 th 2024

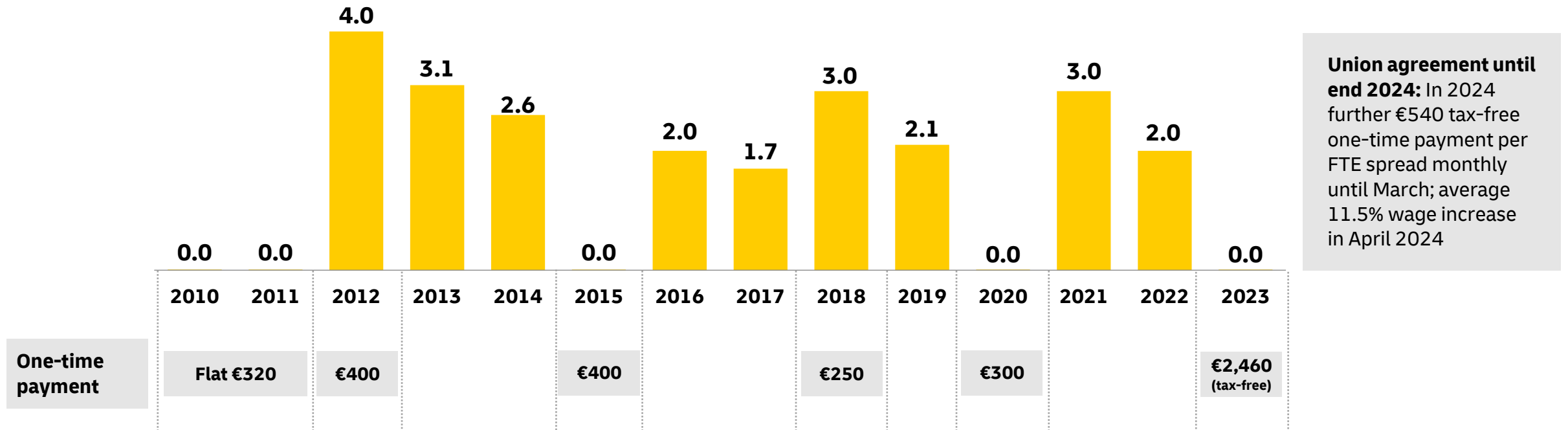
* e.g. small items eCommerce, Philately, "Postzustellungsauftrag"; ** total ex-ante regulated ~ € 5bn

Standard letter stamp price development is based on regulated price cap



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

POST & PARCEL GERMANY: Financial Outlook



Market (2024-2030)

Market growth assumptions

-  **Mail:** mid-single digit decline
-  **Parcel:** mid-single digit growth

Expected growth vs. market



Maintain leading market share alongside continued strong yield discipline

Capex Outlook

- Capex **follows EBIT and OCF development**
- Capex planning according to **pace of parcel growth**

EBIT Outlook

- **Stabilization over €1bn as of 2025**
- Inflation and tariff effects to be covered by pricing, parcel growth and productivity increases
- Return to EBIT growth once transformation process largely completed after 2030 (then: predominantly parcel business)




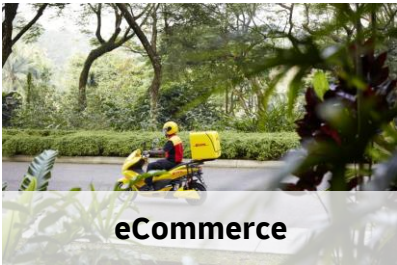

CONTENT



DIVISIONAL DEEP-DIVES:



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

Group P&L

Q3 2024 shows improving yoy trend but no significant acceleration yet

in €m

Group P&L	Q3 2023	Q3 2024	yoy
Revenue	19,398	20,592	+6.2%
EBIT	1,372	1,373	+0.1%
Income Taxes	-363	-347	+4.4%
Net Profit attributable to DPAG shareholders	807	751	-6.9%
Basic EPS (in €)	0.68	0.64	-5.9%

Cash Flow Statement

Capex flexibility key driver for continued strong FCF generation

in €m

Cash Flow Statement	Q3 2023	Q3 2024	yoy
EBIT	1,372	1,373	+1
Depreciation/amortization	1,118	1,154	+36
Changes in Working Capital	668	131	-537
Other	-624	-615	+9
Operating Cash Flow	2,534	2,043	-491
Net capex	-798	-604	+194
Net Cash for Leases	-700	-755	-55
Net M&A	17	39	+22
Net interest	21	0	-21
Free Cash Flow	1,074	723	-351

Reflects continued **investments** into targeted growth opportunities

Mainly related to **q-o-q revenue growth**, main driver are higher freight volumes and rates

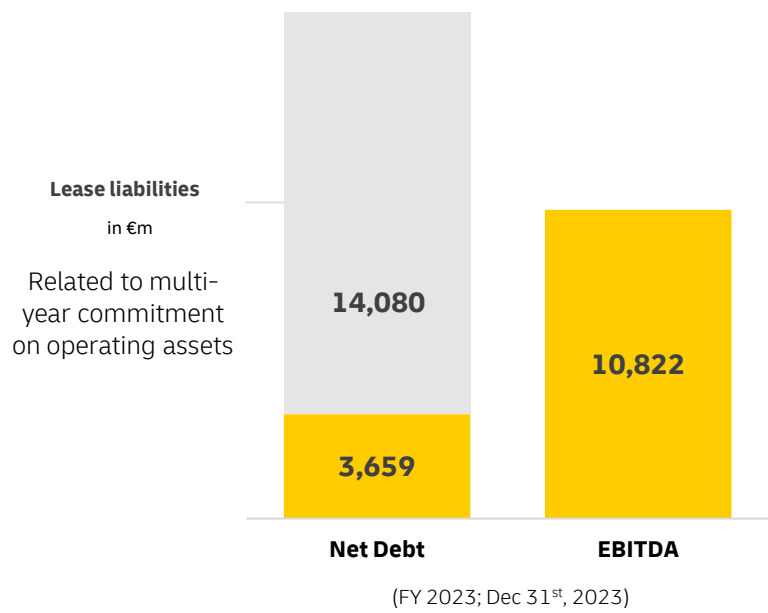
Reflects **capex flexibility to adapt** network investments in line with volume development

Mainly related to **Express and Supply Chain**

Balance sheet and liquidity position

Strong financial profile to weather any downturn

1.6x
Net Debt / EBITDA
(Dec 31st, 2023)



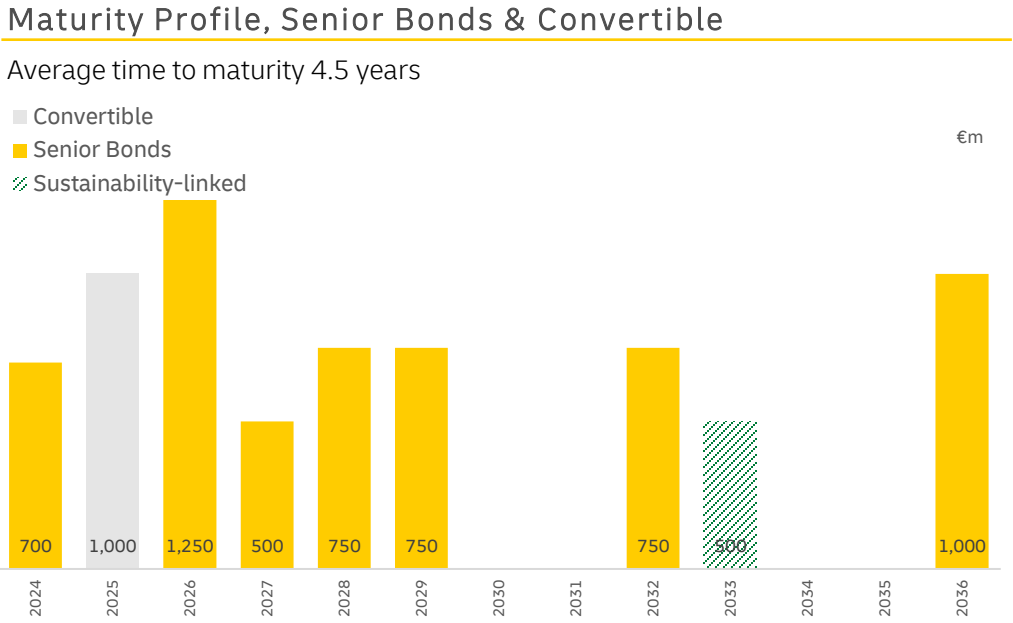
LIQUIDITY

No financial covenants on bonds and syndicated credit facility

€0.8bn
Centrally available liquidity
(Sept 30th 2024)

€4.0bn
Syndicated credit facility runs until 2029 (undrawn)

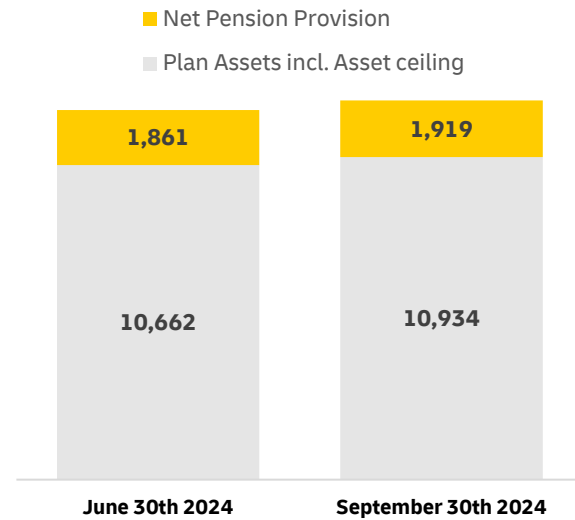
~€2.2bn
Bilateral uncommitted credit lines (undrawn)



DHL Group Pensions – DB and DC plans

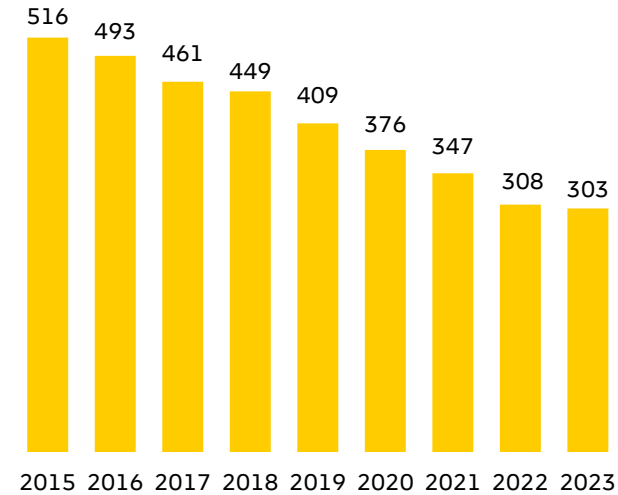
in €m

Defined Benefit Obligation



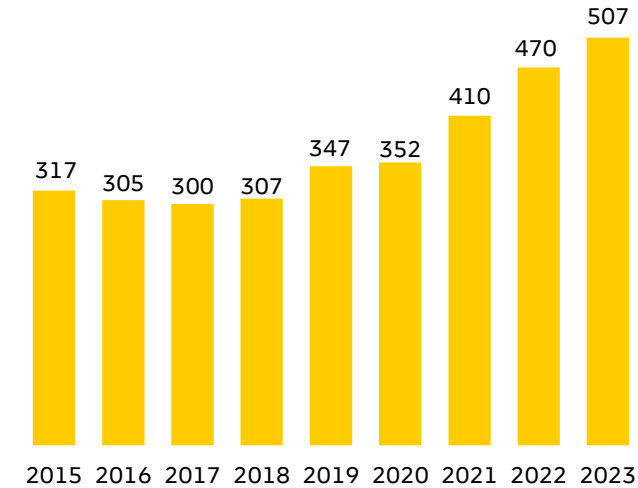
Defined Contribution (Cash out \approx Staff Costs)

Civil Servants in Germany



Hourly workers & salaried employees*

*mainly outside Germany



Discount Rate (DBO)

September 30th 2024

June 30th 2024

Germany

3.50%

3.80%

UK

4.90%

5.10%

Other

3.17%

3.50%

Total (Weighted Average)

3.88%

4.16%

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