

REMUNERATION REPORT 2023

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REMUNERATION REPORT

The remuneration report provides detailed and individualized information on the remuneration awarded and due to the active and former members of the Board of Management and Supervisory Board of Deutsche Post AG in the 2023 fiscal year. It has been prepared by the Board of Management and the Supervisory Board in accordance with the requirements of the German Stock Corporation Act (Aktiengesetz – AktG). Information beyond what is included in this remuneration report concerning the remuneration system approved by the Annual General Meeting of 2021 for the Board of Management members and the remuneration adopted for the Supervisory Board members in the Annual General Meeting of 2022 can be found on the [company's website](#). On May 4, 2023, the Annual General Meeting approved the remuneration report for the 2022 fiscal year with a majority of 93.35% of the votes cast. No fundamental changes were therefore made to the presentation of remuneration and the transparent disclosure of the remuneration of the Board of Management and the Supervisory Board was continued for 2023. The 2023 remuneration report will be presented at the Annual General Meeting on May 3, 2024 for approval by the shareholders.

1. REMUNERATION OF THE BOARD OF MANAGEMENT MEMBERS

The remuneration of the Board of Management members is based on the remuneration system adopted by the Supervisory Board in December 2020, which was approved at the Annual General Meeting of 2021 with a majority of 93.39% of the votes cast. The system is designed to provide incentives for the successful implementation of the corporate strategy as well as the sustainable development of the Group and is largely geared toward creating long-term value for shareholders. It complies with the requirements of the German Stock Corporation Act (*Aktiengesetz – AktG*) and the recommendations and suggestions of the German Corporate Governance Code (*Deutscher Corporate Governance Kodex – the Code*). Furthermore, the Supervisory Board aims to set the remuneration so that it is competitive and in line with market standards in order to attract and retain the best candidates for Board of Management positions. In structuring the remuneration, the Supervisory Board also ensures that it is aligned to the remuneration system for executives and provides matching performance incentives for the Board of Management and executives.

THE 2023 FISCAL YEAR

In the first year without direct effects from the pandemic, the company managed to maintain results of operations at a level well above that of the years before the pandemic, in spite of no signs of overall economic recovery.

The fiscal year just concluded was shaped by the lacking recovery of the global economy and the normalization of freight transport following the pandemic-related boom of 2021 and 2022. As expected, profit from operating activities (EBIT) of €6.3 billion did not reach the level of the prior-year figure. DHL's business was hampered by lower freight volumes and rates, as well as effects from exchange rates and fuel costs. The results of the Post & Parcel Germany division reflect rises in costs and the adverse regulatory parameters for the German letter mail business. Nevertheless, the Group achieved a free cash flow of €2.9 billion in the past fiscal year. Even in a weak economic environment, DHL Group has thus underscored its structurally improved ability to perform and its financial strength.

The divisions continued to focus on their profitable core business in 2023 and thereby ensured that they could reliably provide their services to customers. In light of the weak economic situation, DHL Group kept a close eye on costs in 2023, but at the same time invested further in growth areas of the global business as well as in the quality of its services. Digitalization is a significant lever for sustainable business success. In this regard, DHL Group invests in initiatives designed to improve the experiences its customers and employees have with the company and to increase operational efficiency. As before, some market segments are seeing above-average growth – for instance in the e-commerce segment. Sustainability, including renewable energy and battery-electric vehicles, globalization and omnishoring are megatrends that will likely provide growth in the future as well.

DHL Group is very experienced in dealing with various economic cycles and crises around the world. Thanks to its global presence and the broad portfolio of transport and logistics services, DHL Group was able to partially compensate for negative effects in some business units with positive effects in others in 2023. Overall, DHL Group is well positioned not only to deal with the current challenges, but also to benefit from the upswing of the global economy as soon as it sets in. The fact that DHL Group is a reliable partner worldwide for all customers is in large part due to the contribution made by all employees and management worldwide. Wherever possible, these employees and managers took measures early on to minimize negative effects and also found pragmatic and reasonable solutions by reducing complexity.

Despite the difficult macroeconomic parameters, DHL Group carried on with the implementation of its Sustainability Roadmap, the ESG Roadmap, in 2023 as well. With its ESG Roadmap, DHL Group increasingly aligns its climate action and environmental protection activities (**e**nvironment) with decarbonization to minimize its environmental footprint. The strategic approaches toward social responsibility (**s**ocial) and corporate governance (**g**overnance) were more clearly defined with the objective of providing a safe and motivating working environment and ensuring transparent, legally compliant business practices throughout the Group. The Group thus takes opportunities and risks in conjunction with the necessary sustainability into account. Further details on the ESG Roadmap can be found in the nonfinancial statement on the [company's website](#).

In 2023, DHL Group continued development of its myriad of sustainable solutions for climate-friendly logistics in all divisions of the Group. In addition, in June, a sustainability-linked bond was placed with an issue volume of €500 million and a term through 2033. The interest rate of the bond is coupled with DHL Group's medium-term target of significantly reducing greenhouse gas (GHG) emissions by 2030.

Express was able to conclude further delivery contracts for sustainable aircraft fuels. Additionally, the modernization of the aircraft fleet for use on intercontinental and regional routes was continued and the network of partnerships with transport subcontractors was expanded further. Furthermore, Express continued with the expansion of its fleet of e-vehicles.

Global Forwarding, Freight concluded additional partnerships for insetting with sustainable fuels. Unlike offsetting, insetting offers the ability to systematically implement climate protection more directly in the company's own supply chain and to replace fossil fuels. With its certification of transport partners via the Green Carrier Certification, the division creates transparency regarding the sustainability of subcontractors. Around 1,000 Freight users already receive emissions reports; via myDHLi, Global Forwarding, Freight offers its users reports containing real-time data on air and ocean freight. Global Forwarding, Freight thus supports its customers in achieving their own sustainability goals.

Supply Chain is driving the decarbonization of its supply chains with a portfolio of state-of-the-art, sustainable products for carbon-neutral storage, transport and packaging. In the year under review, a guideline for sustainable transports for relevant subsidiaries was introduced that describes the effective use of sustainable drive technologies and fuels in consideration of economic aspects. In addition, the focus was on the further expansion of carbon-neutral warehouses and sustainable transport. Some of the Supply Chain division's fueling stations in the United Kingdom were converted from diesel to HVO (hydrotreated vegetable oil). In Ireland, biogas production is being developed by partners to enable fueling trucks with sustainably produced gas.

eCommerce continues to focus on the expansion of the fleet of e-vehicles and the increased use of electricity from renewable sources. Delivery and pickup in the Netherlands are being made more climate-friendly through the increased use of HVO.

Post & Parcel Germany continued the expansion of its fleet of electric vehicles. In addition, further measures were tested to make transport between locations more sustainable. Using gas-powered trucks (sustainably produced compressed natural gas – CNG) for longer transport routes was identified as a solution. Moreover, the portfolio of sustainable products was expanded. The CO₂ Sustainability Report offers business customers additional transparency regarding the GHG emissions caused by the transport of their national goods shipments.

REMUNERATION IN 2023 AT A GLANCE

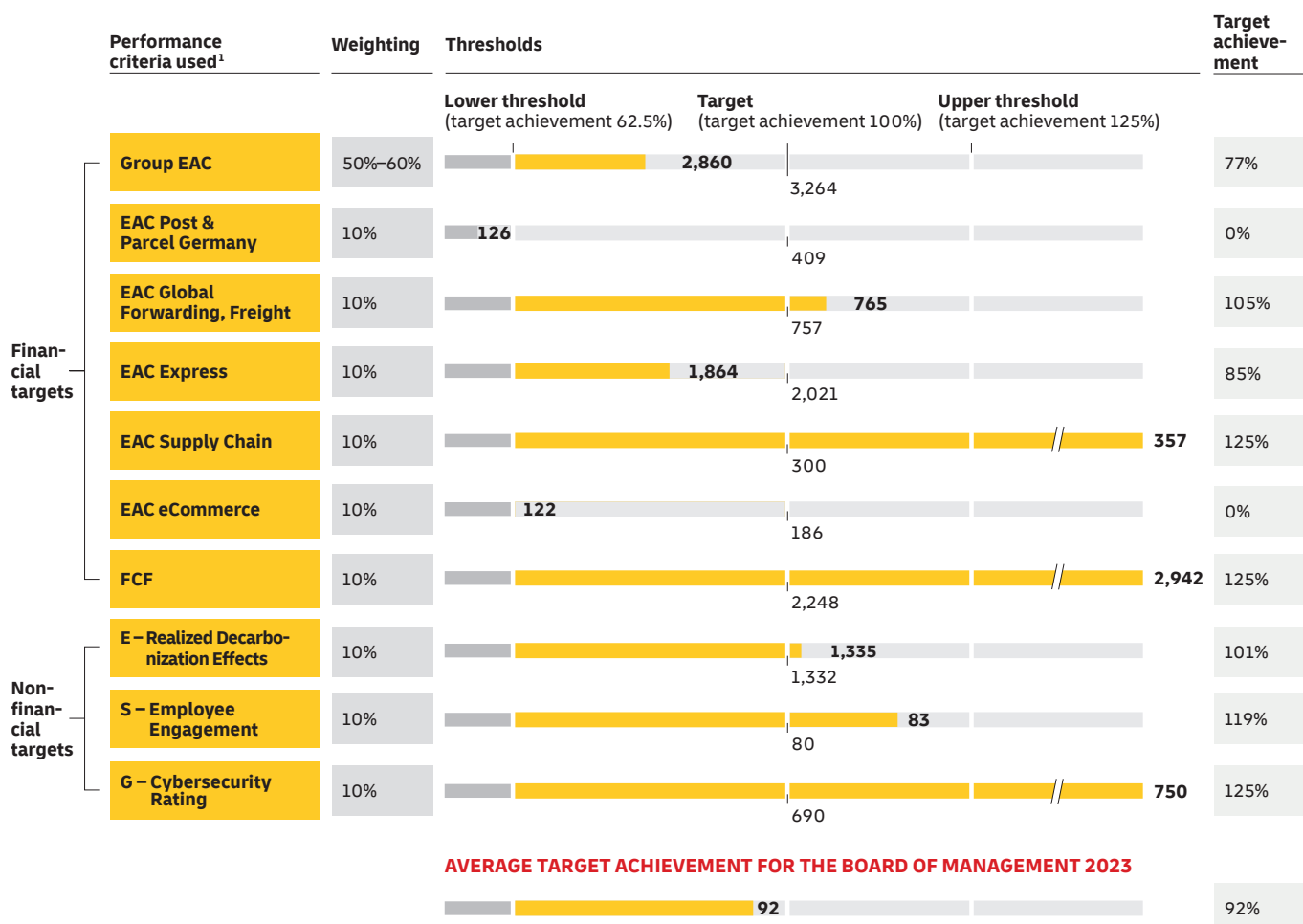
When designing the remuneration system, the Supervisory Board was guided by principles that are aimed at providing incentives for the successful implementation of the corporate strategy as well as the Group's sustainable development and are largely geared towards creating long-term value for shareholders.

The target achievement of the financial targets for the annual bonus reflects the solid performance of DHL Group in the 2023 fiscal year in spite of the macroeconomic challenges, with the DHL divisions acting as the primary drivers of the business outcome. With regard to the central steering metric of EBIT after asset charge (EAC), the level of the previous year was unable to be reached, as was the expectation. The reported free cash flow (FCF), however, was not significantly below the prior-year figure in spite of the difficult economic parameters. This underscores the structurally improved ability to perform and the financial strength of DHL Group.

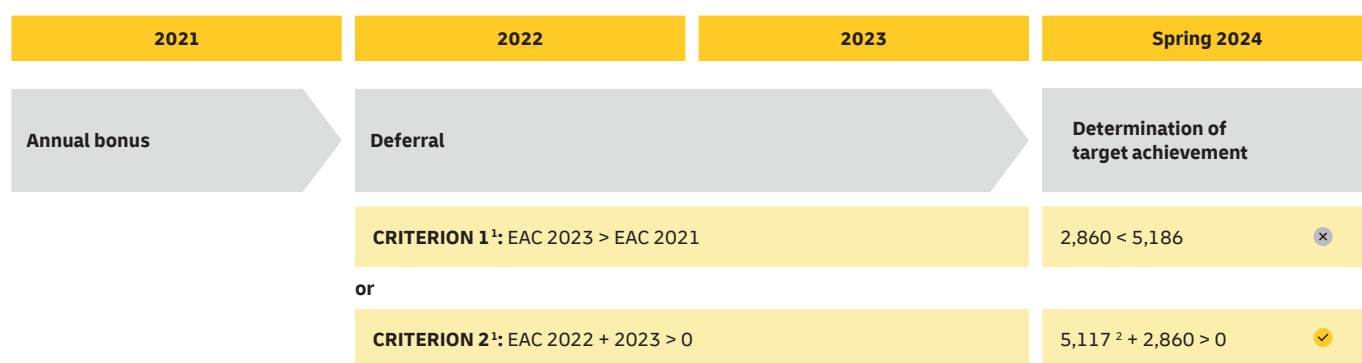
With respect to the nonfinancial performance criteria, which consisted exclusively of ESG targets based on the company strategy, target achievement came in between around 101% and 125%. The degree of total target achievement for the annual bonus of Board of Management members for the 2023 fiscal year stood at between 85.39% and 97.89%. The objective relevant for payment of the proportion of the annual bonus deferred in the 2021 fiscal year was reached, because the Group's EAC was cumulatively positive during the sustainability phase.

The results in the long-term component (2019 SAR tranche) reflect the positive development of the Deutsche Post share in the four-year comparison. For the long-term remuneration granted in 2019, whose lockup period ended in the 2023 fiscal year, all performance targets were achieved, as the absolute value of the Deutsche Post share increased by 52.91% compared with the baseline value and the relative price increase compared with the STOXX Europe 600 amounted to 29.48%.

The following tables, which are broken down by individual variable remuneration components, provide an initial overview of the targets achieved by the Board of Management in the 2023 fiscal year:

ANNUAL BONUS 2023: OVERVIEW OF TARGET ACHIEVEMENT


1 Financial targets (€m); Realized Decarbonization Effects (metric kilotonnes of CO₂e well-to-wheel); Employee Engagement (% approval); Cybersecurity Rating (points); EAC: EBIT after asset charge (including the asset charge on goodwill and before goodwill impairment); 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%.

TARGET ACHIEVEMENT FOR 2021 MEDIUM-TERM COMPONENT


1 EAC (€m).

2 Prior-year figure adjusted, see the 2023 Annual Report, note 4 to the consolidated financial statements. The adjustment has no effect on target achievement for 2022 and 2023.

TARGET ACHIEVEMENT FOR THE 2019 SAR TRANCHE

SAR performance targets	Thresholds	Target achievement
Performance versus STOXX Europe 600	+10%	✓
	+0%	✓
Absolute increase in share price	+25%	✓
	+20%	✓
	+15%	✓
	+10%	✓

OUTLOOK FOR REMUNERATION IN 2024

The remuneration for the Board of Management will be linked to a significant extent to the sustainable corporate development in 2024 as well. In accordance with provisions set out in the remuneration system, the Board of Management will continue to be measured by the company’s progress in handling targets in the areas of environment, social responsibility and governance (“ESG”), in addition to the EAC and FCF financial KPIs. The proportion of ESG targets in the overall target portfolio for the annual bonus remains at 30%, with the individual ESG areas accounting for 10% each.

In 2024, the Realized Decarbonization Effects KPI for the environmental aspect (“E”), the Employee Engagement KPI for the social aspect (“S”) and the Cybersecurity Rating for the governance aspect (“G”) will remain remuneration-relevant.

The Supervisory Board will subject the remuneration system for the Board of Management to an intense review in 2024, including consideration of feedback from investors, and present it to the 2025 Annual General Meeting for approval.

OVERVIEW OF THE REMUNERATION COMPONENTS

The Board of Management's remuneration comprises the following components:

REMUNERATION COMPONENTS

Component	Objective	Design
Fixed remuneration		
Base salary	<ul style="list-style-type: none"> Serves to attract and retain Board of Management members who, due to their experience and expertise, are able to develop and successfully implement the strategy; simultaneously fosters an independent, risk-adjusted and autonomous management of the company 	<ul style="list-style-type: none"> Fixed, contractually agreed annual remuneration, generally paid monthly in 12 equal amounts
Fringe benefits		<ul style="list-style-type: none"> Mainly the personal use of a company car (including the services of a driver, if applicable), allowances for health and long-term care insurance in analogous application of the regulations and benefits under German social insurance law, and benefits in cases where two households are maintained
Pension commitment	<ul style="list-style-type: none"> Ensures adequate income in retirement 	<ul style="list-style-type: none"> Annual contribution of 35% of the base salary Pension contributions allocated up to and including 2020: interest rate in accordance with "iBoxx Corporates AA10+ Annual Yield," but at least 2.25% Pension contributions allocated as of 2021: interest rate in accordance with weighted annual interest rate of overall pension assets of all German pension schemes of Deutsche Post, however no less than 1%
Variable remuneration		
Annual bonus with medium-term component (deferral)	<ul style="list-style-type: none"> Promotes profitable growth in consideration of the overall responsibility of the Board of Management, sustainable business development and the performance of the individual Board of Management members Provides incentives for Board of Management members to concentrate on successfully carrying out annual business priorities The deferred component, which is subject to an additional performance criterion, reinforces the focus of the Board of Management remuneration upon the company's long-term performance 	<ul style="list-style-type: none"> Target amount: 80% of the respective base salary Payout: 50% in the following year, 50% after an additional two years (sustainability phase), but only if the asset charge is earned at the end of the sustainability phase (medium-term component) Deferral designed as a malus provision 70% financial performance targets and 30% ESG targets Option for an increase/decrease of up to 20% in the event of exceptional developments Maximum amount (cap): 120% of the respective base salary possible in the event of exceptional developments
Long-term component – Long-Term Incentive Plan (LTIP)	<ul style="list-style-type: none"> Fosters sustainable, positive development of the company's value and aligns the interests of the Board of Management members to those of shareholders 	<ul style="list-style-type: none"> Plan type: Stock appreciation rights (SAR) Amount allocated: 100% of the base salary Personal investment: 10% of the base salary; the Board of Management members must execute the personal investment in shares of the company; in view of the requirements under the law pertaining to insider trading, it may by way of exception also take the form of cash; in 2023, all Board of Management members executed the personal investment in shares Performance targets based on share price: <ul style="list-style-type: none"> Absolute increase in share price Relative performance versus the STOXX Europe 600 Maximum amount (cap): 4 times the base salary (2.5 times the base salary for the CEO) Exercisability: based on performance targets reached after four years Cash payout: in the fifth or sixth year after allocation, depending on the individual exercise date

The following other contractual terms and conditions apply to all Board of Management members:

OTHER CONTRACTUAL TERMS AND CONDITIONS

Component	Details
Cap on maximum total remuneration	<ul style="list-style-type: none"> In addition to individual caps on the variable remuneration components, there is an overall cap; first of all, this limits the remuneration arising from target remuneration in a given year (target remuneration cap; cap on remuneration granted according to the terminology of the 2017 Code); since 2022, the payments attributable to a fiscal year are also limited Cap for regular members of the Board of Management: €5.15 million (target remuneration cap up to and including 2020: €5 million excluding fringe benefits); amount of cap for CEO: €8.15 million (target remuneration cap up to and including 2020: €8 million excluding fringe benefits)
Malus and clawback provisions relating to variable remuneration	<ul style="list-style-type: none"> SARs are granted on the condition that the Supervisory Board may cap the payout amount in the event of any exceptional developments The Supervisory Board may also increase or decrease the annual bonus by up to 20% in the event of any exceptional developments 50% of the annual bonus resulting from target achievement is transferred into the medium-term component and is subject to a two-year sustainability phase; this medium-term component will be withheld if the sustainability target EAC is not met during the sustainability phase The SARs granted are clawed back and lapse without replacement if and to the extent that the absolute or relative performance targets are not met during the four-year lock-up period The statutory clawback rules additionally apply within the statutory limitation periods
Share ownership	<ul style="list-style-type: none"> As the targets are based on the share price, the LTIP is closely and directly aligned with shareholders' interests; this ensures matching interests Earnings potential per tranche: 2.5 times (CEO) or 4 times (Board of Management members) the base salary; cumulative effect over multiple years Personal investment of 10% of the annual base salary per LTIP tranche required from each Board of Management member, primarily in the form of shares of the company
Income from mandates	<ul style="list-style-type: none"> Remuneration from Group mandates: must be relinquished in full Remuneration from external mandates: does not have to be relinquished
Commitments in connection with the cessation of service on the Board of Management	
Change of control	<ul style="list-style-type: none"> Board of Management members have a right to early termination within six months after a change of control (effective from the end of the month subject to three months' notice); no right to claim severance payment upon the exercise of this right
Disability or death	<ul style="list-style-type: none"> Temporary disability: remuneration continued for 12 months or until the end of the contract at the latest Permanent disability: contract expires at the end of the quarter in which the permanent disability is determined Expiry of contract due to death or permanent disability: the annual base salary and maximum annual bonus, prorated in each case, continue to be paid for six months following the end of the month in which the Board of Management contract ends or until the scheduled expiration date of the contract, whichever is the earlier
Post-contractual non-compete clause	<ul style="list-style-type: none"> Duration: one year after leaving the Board of Management Compensation: one base salary Subject to deduction of income from other work, financial settlements and pension payments; the company may waive the noncompete clause; duty to pay compensation expires six months after receipt of declaration
Termination by mutual consent	<ul style="list-style-type: none"> Early termination of service on the Board of Management by mutual consent: remuneration of no more than the value of the claims arising in the remaining term of the contract; payments capped at the value of two years' annual remuneration including fringe benefits (severance payment cap); the severance payment cap is calculated exclusive of the value of any rights allocated from LTIPs; variable remuneration components paid out pursuant to the originally agreed conditions and at the originally agreed times; no early payout of variable remuneration components Early termination is instigated by the Board of Management member: no severance payment; annual bonus paid out pro rata in accordance with the level of target achievement at the end of the performance period Claims under the LTIP: see detailed description in remuneration system

Further details on the remuneration components and the other contractual terms and conditions can be found in the description of the remuneration system on the [company's website](#). Remuneration in the 2023 fiscal year was consistent with all the stipulations of the remuneration system.

DETAILS OF FIXED REMUNERATION

The base salaries of regular Board of Management members active for the entire year ranged from €860,000 to €1,005,795 in the 2023 fiscal year. The new Chief Executive Officer received a base salary totaling €1,310,000 that takes his activities as CEO and as a member of the Board of Management into account on a pro rata basis. The Board of Management members received fringe benefits of between 1% and 7% of their base salary. The individual amounts are shown in the table titled **Total remuneration for the fiscal year**.

The Supervisory Board regularly reviews whether Board of Management remuneration is appropriate and in line with customary market standards with the support of an independent remuneration consultant, if necessary.

The base salaries of Tim Scharwath and Thomas Ogilvie were increased by 5% to €976,500 in the fiscal year. The salary increase reflects the Supervisory Board's long-standing practice of conducting a regular salary review after six years of board membership, starting from low entry-level salaries relative to the DAX peer group. Maximum remuneration did not change, remaining at €5.15 million in both cases. The total target remuneration of all Board of Management members is still below the median of the DAX 40 comparison group.

The Board of Management members have been granted individually agreed-upon direct pension commitments. With the exception of the former CEO Frank Appel, who stepped down in the 2023 fiscal year, these were granted within the framework of a contribution-based system. The main elements of these commitments can be seen in the following table:

Aspect	Description
Type of retirement benefit	Capital payment with annuity option
Retirement age	62 years
Contribution amount	35% of base salary, limited to 15 years
Invalidity and survivor's pension	Payout of the pension account balance without any risk benefit
Interest rate	Pension contributions allocated up to and including 2020 in accordance with "iBoxx Corporates AA10+ Annual Yield," but at least 2.25% Pension contributions allocated as of 2021: weighted annual interest rate of overall pension assets of all German pension schemes of Deutsche Post, however no less than 1%
Annuity adjustment	1% annually

The service cost in accordance with IAS 19 arising in the 2023 fiscal year and the present values of the pension commitments calculated in accordance with IFRS as of the end of the 2023 fiscal year, together with the comparison figures for the previous year, are set out in the following table:

CONTRIBUTION-BASED PENSION COMMITMENTS: INDIVIDUAL BREAKDOWN

€	Service cost for 2022	Service cost for 2023	Present value (DBO) as of December 31, 2022	Present value (DBO) as of December 31, 2023
Dr Tobias Meyer	290,795	322,088	1,474,750	1,872,508
Oscar de Bok	294,798	319,522	1,260,448	1,668,688
Pablo Ciano (since August 1, 2022)	–	298,999	125,790	447,664
Nikola Hagleitner (since July 1, 2022)	–	293,088	189,516	505,253
Melanie Kreis	330,287	343,151	3,205,635	3,729,736
Dr Thomas Ogilvie	318,862	323,322	1,693,798	2,111,723
John Pearson	296,692	320,989	1,193,613	1,593,072
Tim Scharwath	321,082	323,062	1,728,741	2,140,419
Total	1,852,516	2,544,221	10,872,291	14,069,063

FINAL-SALARY-BASED LEGACY PENSION COMMITMENT TO THE FORMER CEO: INDIVIDUAL BREAKDOWN

€	Pension level achieved %	Service cost for 2022	Service cost for 2023	Present value (DBO) as of December 31, 2022	Present value (DBO) as of December 31, 2023
Dr Frank Appel ¹	50	1,259,211	1,337,030	30,629,901	0

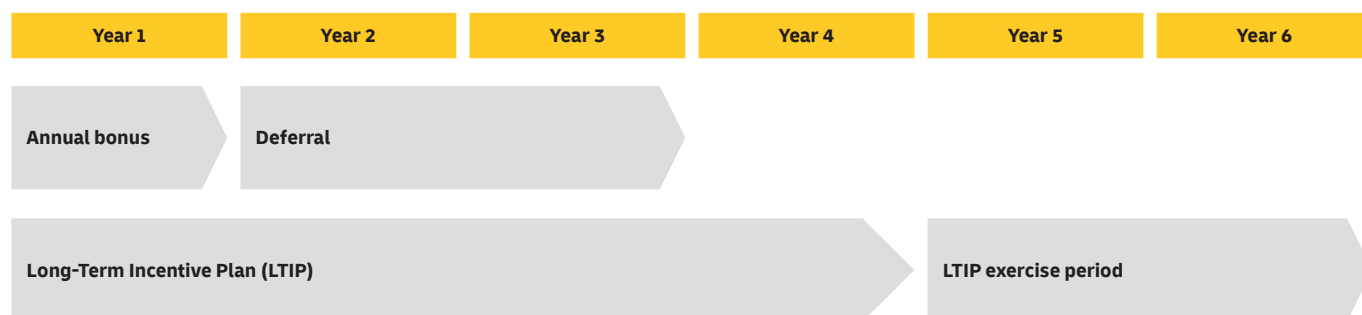
1 Frank Appel left the company effective at the end of the day on May 4, 2023. Because he made use of the option of a lump-sum payment and had already exceeded retirement age for his pension commitment when he left the company, the pension capital was paid out to him pursuant to the pension commitment (cf. table **Remuneration in 2023 – Board of Management members who left in the year under review**). Appel therefore no longer had any pension commitments vis-à-vis the company as of December 31, 2023.

Further details on the fixed remuneration can be found in the table **Remuneration components** and the description of the remuneration system on the **company's website**.

DETAILS OF VARIABLE REMUNERATION

The variable remuneration of the Board of Management members constitutes a major part of their total remuneration. It is composed of the annual bonus connected with a medium-term component and a long-term component. The variable remuneration is tied to the performance of the Board of Management and creates incentives for the implementation of the corporate strategy and a value-creating and long-term development of the company in the interests of all stakeholders. The annual bonus – in combination with its medium-term component, which provides for a two-year sustainability phase with its own performance criterion – focuses on the annual targets derived from the company's strategy and simultaneously ensures that these are sustainably pursued. The long-term component aims at a sustainable increase of the company's value and directly links the interests of the Board of Management members with the long-term shareholder interest through its share price-based performance targets and its term of up to six years.

DURATION OF VARIABLE REMUNERATION COMPONENTS



Annual bonus

The annual bonus for 2023 is based on financial targets (70%) and nonfinancial ESG targets (30%). It has the following structure:

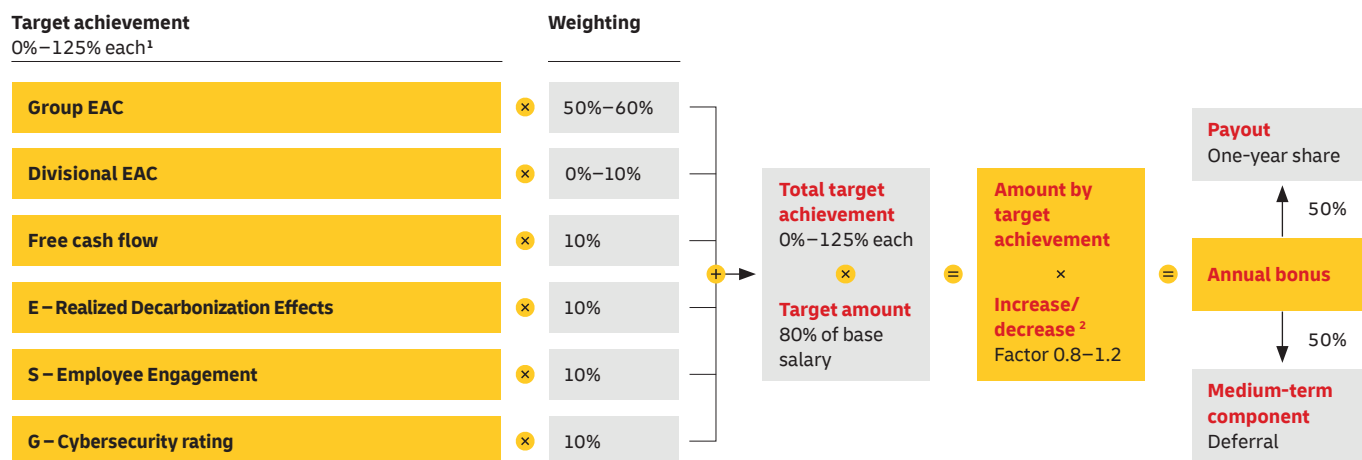
PERFORMANCE CRITERIA 2023

Performance criterion	Weighting	Incentive effect/strategic connection
Group EAC ¹	50% / 60% ²	<ul style="list-style-type: none"> Key performance indicator for the company Adds a cost of capital component to EBIT to encourage the efficient use of resources and to ensure that the operating business is geared towards increasing value sustainably and generating increasing cash flow
Divisional EAC ¹	0% / 10% ²	<ul style="list-style-type: none"> Measurement of individual performance in the respective Board departments Incentive for high profitability in the respective division
Free cash flow	10%	<ul style="list-style-type: none"> Key performance indicator for the company Measure of how much cash the company generates, taking into account payments arising from the Group's operations as well as capital expenditure and lease and interest payments Indicator of how much cash is available to the company for paying dividends, for repaying debt or for other purposes (e.g. funding pension obligations)
E – Realized Decarbonization Effects	10%	<ul style="list-style-type: none"> Serves the implementation of the target of reducing CO₂ emissions and offering climate-friendly logistics services
S – Employee Engagement	10%	<ul style="list-style-type: none"> Measures progress in achieving the target of being employer of choice
G – Cybersecurity Rating	10%	<ul style="list-style-type: none"> Measures the success of cybersecurity management Serves to ensure trustworthy, transparent and legally compliant business practices

¹ Including the asset charge on goodwill and before goodwill impairment (EAC for short in the entire remuneration report).

² 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%.

CALCULATION OF THE ANNUAL BONUS 2023



1 Below a target achievement of 62.5%, the respective target is missed.

2 No use was made of the option to increase/decrease.

In the spring of 2024, the Supervisory Board determined the achievement of the financial targets as follows:

2023 FINANCIAL TARGETS – TARGET ACHIEVEMENT

Target	Target amount €m	Actual amount €m	Target achievement %
Group EAC	3,264	2,860	76.80
Divisional EAC			
Post & Parcel Germany	409	126	0.00
Global Forwarding, Freight	757	765	105.26
Express	2,021	1,864	85.43
Supply Chain	300	357	125.00
eCommerce	186	122	0.00
Free cash flow Group	2,248	2,942	125.00

In accordance with the provisions of the remuneration system, the target agreements of the Board of Management members contained 30% ESG targets in 2023. The three sustainability categories were each weighted at 10%.

The materiality analysis for 2021 (in accordance with GRI Standards core option and HGB) resulted in six topics from the ESG areas that the Group has significant influence on through its business and that, in turn, could have an impact on the business of DHL Group: climate and environmental protection, employee engagement, diversity and inclusion, occupational health and safety, compliance and cybersecurity. These topics also form the foundation for the ESG Roadmap. The Board of Management and the Supervisory Board reviewed and confirmed the direction for the 2023 fiscal year.

“E-target”: DHL Group’s business activities impact the environment mainly in the form of logistics-related greenhouse gases, which contribute to climate change. Within the framework of DHL Group’s ESG Roadmap, measures have been defined and ambitious targets have been set to minimize these effects, to take advantage of opportunities and to avoid risks.

The Group has set itself a target of reducing its logistics-related GHG emissions to below 29 million metric tons of CO₂e by the year 2030. In addition to its own GHG emissions in Scope 1 and Scope 2, DHL Group also includes the Scope 3 emissions from upstream transportation Services (category 4), fuel- and energy-related activities (category 3) and business travel (category 6) in this target. It was developed based on the requirements of the Science Based Targets initiative and supports efforts to limit global warming in accordance with the Paris Agreement of the United Nations. The Science Based Targets initiative (SBTi) verified the following targets and assessed them as aligned with limiting global warming to 1.5 degrees: using 2021 as the base year,

DHL Group has committed to reducing its direct net GHG emissions from the use of fuels and the indirect emissions from purchased energy (Scopes 1 and 2) by 42% by the year 2030. Logistics-related Scope 3 emissions from fuel- and energy-related activities, upstream transportation services and business travel are to be reduced by 25% by 2030. The interest rate of DHL Group's first sustainability-linked bond is coupled with these subtargets.

GHG emissions of the logistics services are to be reduced to net zero by 2050. That means DHL Group will use active reduction measures to reduce emissions (Scopes 1, 2 and 3) down to an unavoidable minimum, which is to be fully compensated for with recognized countermeasures (excluding offsetting).

In order to achieve the strategic target of reducing emissions, the Board of Management was measured by the KPI Realized Decarbonization Effects in 2023 as well. Realized Decarbonization Effects of 1,332 metric kilotons of CO₂e were supposed to be generated in 2023 through targeted measures. With savings of 1,335 metric kilotons of CO₂e, this objective was slightly exceeded resulting in target achievement of 101.12% for the corresponding Board of Management target.

“S-target”: In the annual Group-wide survey (Employee Opinion Survey – EOS), all employees have the opportunity to anonymously rate the company's strategy and values as well as the working conditions. This important tool helps determine where the company is in its journey toward becoming an employer of choice. The company uses the analysis of the annual survey to derive the Employee Engagement KPI, which also makes up 10% of the annual bonus of the Board of Management.

In 2023, 77% of employees took the opportunity to express their opinion and provide feedback. This is used as the foundation within DHL Group for creating the best possible working conditions, thus corresponding to the strategic goal of being an employer of choice. The company intends to consistently maintain Employee Engagement at above 80%. This target was achieved in 2023. Employee Engagement was 83%, as in the previous year. The upper threshold of this target set for the Board of Management members at a further increase in Employee Engagement compared with the previous year was not achieved, however. The target achievement for this objective was 118.75%.

EMPLOYEE ENGAGEMENT KPI – DEVELOPMENT

Employee Engagement	2019	2020	2021	2022	2023
Approval (%)	77	82 ¹	84	83	83

1 Value adjusted due to a change to the questionnaire, not relevant for remuneration: 83.

“G-target”: DHL Group uses its cybersecurity management activities to protect the information of the Group, its business partners and its employees as well as IT systems from unauthorized access or manipulation and data misuse. This also ensures uninterrupted availability and enables reliable operations. The internal guidelines and processes are based on the international standard ISO 27002 and our data centers are certified in accordance with ISO 27001.

Cybersecurity undergoes independent assessment by the external rating agency BitSight. This rating is based on the technical analysis of any weak points and brings potential security risks to the attention of the rated company; this is carried out by an automated service on a daily basis. Unlike with self-assessments, a cybersecurity rating offers greater transparency and enables comparison with other companies thanks to standardization. The performance of DHL Group is compared with DAX 40 companies as well as with major customers and logistics companies that are not covered by the DAX 40. The target amount is determined by the aspiration to be within the upper quarter of this comparison group.

As announced, the rating scale for the cybersecurity rating changed in the year under review due to adjustments to the method of the rating agency. In line with the change, the target for the 2023 fiscal year was adjusted from 710 to 690 points. The rating amounted to 750 of 820 achievable points as of the end of the year under review (2022: 700 points). The target for the year under review was thus exceeded.

2023 NONFINANCIAL TARGETS – TARGET ACHIEVEMENT

Target	Target content	Target amount	Actual amount	Target achievement %
E – Environment	Measures for absolute CO ₂ reduction in the Group – Realized Decarbonization Effects	1,332 ¹	1,335	101.12
S – Social	Employee Opinion Survey (EOS) – Employee Engagement at Group level	80 ²	83	118.75
G – Governance	Cybersecurity rating	690 ³	750	125.00

1 kt CO₂e WtW.

2 Approval (%).

3 Points.

The following table sets out the target achievement determined by the Supervisory Board in the spring of 2024 for the annual bonus for the 2023 fiscal year:

TOTAL TARGET ACHIEVEMENT FOR ANNUAL BONUS IN THE 2023 FISCAL YEAR (%)

Board of Management member	Target achievement Group EAC	Target achievement Divisional EAC	Target achievement Free cash flow	Target achievement Environment	Target achievement Social	Target achievement Governance	Weighted total target achievement
Dr Tobias Meyer (CEO since May 5, 2023)	76.80	n. a.	125.00	101.12	118.75	125.00	93.07
Oscar de Bok	76.80	125.00	125.00	101.12	118.75	125.00	97.89
Pablo Ciano	76.80	0.00	125.00	101.12	118.75	125.00	85.39
Nikola Hagleitner	76.80	0.00	125.00	101.12	118.75	125.00	85.39
Melanie Kreis	76.80	n. a.	125.00	101.12	118.75	125.00	93.07
Dr Thomas Ogilvie	76.80	n. a.	125.00	101.12	118.75	125.00	93.07
John Pearson	76.80	85.43	125.00	101.12	118.75	125.00	93.93
Tim Scharwath	76.80	105.26	125.00	101.12	118.75	125.00	95.91

One half of the annual bonus, which is determined on the basis of target achievement, will be paid out in the spring of 2024 following the adoption of the consolidated financial statements for the 2023 fiscal year. The other half will be deferred and forms a medium-term component. It is not paid out until after the two-year sustainability phase has expired, i.e. after the consolidated financial statements for the 2025 fiscal year have been adopted in the spring of 2026, but only if, in addition, the EAC sustainability criterion has been achieved during that period. The amounts paid out on the basis of total target achievement for the 2023 fiscal year can be seen in the table titled **Total remuneration for the fiscal year**.

Adjustment due to exceptional developments

For the 2023 fiscal year, no adjustment was made to the amount of the annual bonus resulting from target achievement due to extraordinary developments.

Medium-term component (2021 deferral)

The sustainability phase of the share of the annual bonus deferred in 2021 expired December 31, 2023. The requirement for payout was that EAC at the end of the sustainability phase exceed EAC for the base year or that cumulative EAC be positive during the sustainability phase, i.e. that the asset charge had been earned. The latter was the case.

TARGET ACHIEVEMENT FOR 2021 MEDIUM-TERM COMPONENT

2021	2022	2023	Spring 2024
Annual bonus	Deferral		Determination of target achievement
	CRITERION 1 ¹ : EAC 2023 > EAC 2021		2,860 < 5,186 <input type="checkbox"/>
	or		
	CRITERION 2 ² : EAC 2022 + 2023 > 0		5,117 ² + 2,860 > 0 <input checked="" type="checkbox"/>

1 EAC (€m).

2 Prior-year figure adjusted, see the 2023 Annual Report, note 4 to the consolidated financial statements. The adjustment has no effect on target achievement for 2022 and 2023.

The medium-term component for 2021 is paid out to the Board of Management members in the spring of 2024 following the adoption of the consolidated financial statements for the 2023 fiscal year. The individual payout amounts are shown in the table titled **Total remuneration for the fiscal year**.

Long-term component (Long-Term Incentive Plan, LTIP)

With a term of up to six years per tranche (four-year lockup period, two-year exercise period), the long-term component – which is granted annually in the form of stock appreciation rights (SAR) in the value of an individual base salary – provides an incentive for the company’s long-term and sustainable development. The six performance targets are tied to the share price. They are linked partly to the absolute performance of Deutsche Post shares and partly to their performance relative to the STOXX Europe 600 index. When one of the performance targets is fulfilled, 1/6 of the originally granted SARs becomes exercisable.

If, at the end of the four-year lock-up period, only the targets for share price performance relative to the STOXX Europe 600 have been reached, the share price has additionally to rise over the issue price; otherwise no payout is made.

Details on the structure of the long-term component can be found in the table **overview of the remuneration components** and the description of the remuneration system on the **company’s website**.

Long-term component (LTIP), 2019 tranche

The lock-up period for the 2019 LTIP tranche granted four years previously at an issue price of €28.88 ended on August 31, 2023. The absolute performance of the Deutsche Post share compared with the baseline amounted to 52.91%, and the relative performance compared to the STOXX Europe 600 index was 29.48%. All of the SARs granted in the 2019 fiscal year have thus become exercisable.

The Board of Management members can exercise these SARs until August 31, 2025. Payouts are only made if the Deutsche Post share price (five-day average) exceeds €28.88 at the time the SARs are exercised. In the 2023 fiscal year, Board of Management members Tobias Meyer, Tim Scharwath, John Pearson, Thomas Ogilvie and Melanie Kreis, as well as former member Ken Allen, exercised rights from the 2019 tranche.

TARGET ACHIEVEMENT FOR THE 2019 SAR TRANCHE

SAR performance targets	Thresholds	Target achievement
Performance versus STOXX Europe 600	+10%	✓
	+0%	✓
Absolute increase in share price	+25%	✓
	+20%	✓
	+15%	✓
	+10%	✓

ABSOLUTE PERFORMANCE OF THE DEUTSCHE POST SHARE AND PERFORMANCE RELATIVE TO THE STOXX EUROPE 600

2019	2020	2021	2022	2023	2024	2025
Long-Term Incentive Plan (LTIP)					LTIP exercise period	
€28.88 ¹					€44.16 ³	
371.81 points ²					458.92 points ³	

1 Issue price (average price of the Deutsche Post share during the 20 days preceding the issue date).

2 Start value of the STOXX Europe 600 (average value during the 20 days preceding the issue date).

3 Average share price and index value of the last 60 trading days before the end of the lock-up period.

Long-term component (LTIP), 2023 tranche

On September 1, 2023, the members of the Board of Management were again granted SARs as the 2023 tranche. The Board of Management members each received a number of SARs equal in value to their individual base salary on the grant date. The total value of the SARs granted came to €8.04 million in the 2023 fiscal year (previous year: €9.34 million). The value of one SAR as of the grant date was computed by the company actuary and amounted to €9.81. The number of SARs granted to the individual Board of Management members in 2023 can be seen in the table titled **Total SAR holdings as of December 31, 2023** and the value of the SARs granted in the table titled **Target remuneration**.

SUCCESS CRITERIA FOR THE 2023 SAR TRANCHE

SAR performance targets	Thresholds	Target achievement
Performance versus STOXX Europe 600	+10%	501.67 pts
	+0%	456.06 pts
Absolute increase in share price	+25%	€54.08
	+20%	€51.92
	+15%	€49.75
	+10%	€47.59

The index stood at 456.06 points as of the grant date. The issue price was €43.26. Payments under the 2023 tranche will be made no earlier than September 1, 2027, provided that at least one of the total of six performance targets are met. If no performance target is met, the SARs lapse without replacement, which means that they will never give rise to any payments.

Overview of long-term component (LTIP)

The following section summarizes the basic information on each of the tranches under the long-term component whose lock-up periods or exercise periods had not yet expired in the 2023 fiscal year:

GENERAL INFORMATION ON THE LTIP TRANCHEs 2017–2023

SAR tranche	Date of grant	Issue price (exercise price) €	Start value of the index	End of the lockup period	End of the exercise period
2017	September 1, 2017	34.72	375.59	August 31, 2021	August 31, 2023
2018	September 1, 2018	31.08	385.02	August 31, 2022	August 31, 2024
2019	September 1, 2019	28.88	371.81	August 31, 2023	August 31, 2025
2020	September 1, 2020	37.83	368.10	August 31, 2024	August 31, 2026
2021	September 1, 2021	58.68	471.78	August 31, 2025	August 31, 2027
2022	September 1, 2022	39.06	434.34	August 31, 2026	August 31, 2028
2023	September 1, 2023	43.26	456.06	August 31, 2027	August 31, 2029

TOTAL SAR HOLDINGS AS OF DECEMBER 31, 2023

	SARs granted in the financial year	Total holdings of SARs subject to lock-up period ¹		Total holdings of exercisable SARs ²	
	2023	Number as at December 31, 2023	Value ³ as at December 31, 2023 (€)	Number as at December 31, 2023	Value ³ as at December 31, 2023 (€)
Dr Tobias Meyer	152,910	431,940	649,643	99,010	1,582,180
Oscar de Bok	94,806	350,028	609,501	0	0
Pablo Ciano	87,666	195,984	258,191	0	0
Nikola Hagleitner	87,666	195,984	258,191	0	0
Melanie Kreis	102,528	421,404	750,746	92,535	1,275,132
Dr Thomas Ogilvie	99,546	407,754	734,061	122,346	1,815,341
John Pearson	94,806	373,836	638,237	28,010	447,600
Tim Scharwath	99,546	407,754	734,061	168,604	2,543,363

1 SARs already granted whose lock-up period had not yet expired at the end of the financial year in question. Whether and, if so, how many of these SARs become exercisable depends on the achievement of the six share-price based performance targets per tranche.

2 SARs, the lock-up period for which had already expired at the end of the financial year in question and which can be exercised up until the expiry of the applicable exercise period. The amount of the specific proceeds depends on how they are exercised and, in addition, is subject to the prior applicability of the agreed caps.

3 Value of provisions as at 31 December 2023.

The individual payout amounts arising from the exercise of SARs in the 2023 fiscal year are shown in the table titled **Total remuneration for the fiscal year**.

APPLICATION OF MALUS AND CLAWBACK PROVISIONS

In the 2023 fiscal year, the Supervisory Board had no reason to make use of its right to withhold or reclaim variable remuneration components.

LOANS

The company did not extend any loans to Board of Management members.

TARGET REMUNERATION OF THE MANAGEMENT BOARD IN THE 2023 FISCAL YEAR

The following table titled Target remuneration shows, in addition to the base salary and fringe benefits, the target amount for the annual bonus (including deferral) for the 2023 fiscal year in the event of 100% target achievement; the long-term component is shown at the fair value as of the date of grant. With respect to pension commitments, the pension expense, i.e., the service cost in accordance with IAS 19 (Service Cost), is presented. The table also shows the minimum and maximum values that can be achieved as well as the comparison figures for the previous year.

TARGET REMUNERATION

	Dr Tobias Meyer CEO (since May 5, 2023)					
	2022	Min. 2022	Max. 2022	2023¹	Min. 2023	Max. 2023
Base salary	912,500	912,500	912,500	1,310,000	1,310,000	1,310,000
Fringe benefits	28,218	28,218	28,218	31,370	31,370	31,370
Total	940,718	940,718	940,718	1,341,370	1,341,370	1,341,370
Annual bonus: one-year share	365,000	0	456,250 ²	524,000	0	655,000 ²
Multi-year variable remuneration	1,295,028	0	4,176,250	2,024,047	0	4,405,000
LTIP with four-year lock-up period	930,028	0	3,720,000	1,500,047	0	3,750,000
Annual bonus: deferral with three-year term	365,000	0	456,250 ²	524,000	0	655,000 ²
Total	2,600,746	940,718	5,573,218	3,889,417	1,341,370	6,401,370
Pension expense (service cost)	290,795	290,795	290,795	322,088	322,088	322,088
Total remuneration	2,891,541	1,231,513	5,864,013	4,211,505	1,663,458	6,723,458
Cap on the maximum amount resulting from target remuneration:			5,150,000			n. a.³

1 Due to his appointment to the position of CEO, the base salary of Tobias Meyer was increased to €1,500,000 per year and target remuneration thus adjusted in line with the remuneration system.

2 Without possibility of adjustment due to exceptional developments.

3 The target remuneration cap cannot be mathematically reached.

TARGET REMUNERATION

	Oscar de Bok Supply Chain					
	2022	Min. 2022	Max. 2022	2023¹	Min. 2023	Max. 2023
Base salary	877,500	877,500	877,500	930,000	930,000	930,000
Fringe benefits	16,874	16,874	16,874	18,628	18,628	18,628
Total	894,374	894,374	894,374	948,628	948,628	948,628
Annual bonus: one-year share	351,000	0	438,750 ²	372,000	0	465,000 ²
Multi-year variable remuneration	1,211,045	0	3,878,750	1,302,047	0	4,185,000
LTIP with four-year lock-up period	860,045	0	3,440,000	930,047	0	3,720,000
Annual bonus: deferral with three-year term	351,000	0	438,750 ²	372,000	0	465,000 ²
Total	2,456,419	894,374	5,211,874	2,622,675	948,628	5,598,628
Pension expense (service cost)	294,798	294,798	294,798	319,522	319,522	319,522
Total remuneration	2,751,217	1,189,172	5,506,672	2,942,197	1,268,150	5,918,150
Cap on the maximum amount resulting from target remuneration:			5,150,000			5,150,000

1 In conjunction with his reappointment, the base salary of Oscar de Bok was increased to €930,000 in the 2022 fiscal year and target remuneration thus adjusted in line with the remuneration system, cf. [remuneration report 2022](#).

2 Without possibility of adjustment due to exceptional developments.

TARGET REMUNERATION

	Pablo Ciano eCommerce (since August 1, 2022)					
	2022	Min. 2022	Max. 2022	2023¹	Min. 2023	Max. 2023
Base salary	358,333	358,333	358,333	860,000	860,000	860,000
Fringe benefits	14,195	14,195	14,195	60,843	60,843	60,843
Total	372,528	372,528	372,528	920,843	920,843	920,843
Annual bonus: one-year share	143,333	0	179,167 ²	344,000	0	430,000 ²
Multi-year variable remuneration	1,003,378	0	3,619,167	1,204,003	0	3,870,000
LTIP with four-year lock-up period	860,045	0	3,440,000	860,003	0	3,440,000
Annual bonus: deferral with three-year term	143,333	0	179,167 ²	344,000	0	430,000 ²
Total	1,519,239	372,528	4,170,862	2,468,846	920,843	5,220,843
Pension expense (service cost)	–	–	–	298,999	298,999	298,999
Total remuneration	1,519,239	372,528	4,170,862	2,767,845	1,219,842	5,519,842
Cap on the maximum amount resulting from target remuneration:			n. a.			5,150,000

1 Entire-year values for the first time.

2 Without possibility of adjustment due to exceptional developments.

TARGET REMUNERATION

	Nikola Hagleitner Post & Parcel Germany (since July 1, 2022)					
	2022	Min. 2022	Max. 2022	2023¹	Min. 2023	Max. 2023
Base salary	430,000	430,000	430,000	860,000	860,000	860,000
Fringe benefits	8,816	8,816	8,816	16,935	16,935	16,935
Total	438,816	438,816	438,816	876,935	876,935	876,935
Annual bonus: one-year share	172,000	0	215,000 ²	344,000	0	430,000 ²
Multi-year variable remuneration	1,032,045	0	3,655,000	1,204,003	0	3,870,000
LTIP with four-year lock-up period	860,045	0	3,440,000	860,003	0	3,440,000
Annual bonus: deferral with three-year term	172,000	0	215,000 ²	344,000	0	430,000 ²
Total	1,642,861	438,816	4,308,816	2,424,938	876,935	5,176,935
Pension expense (service cost)	–	–	–	293,088	293,088	293,088
Total remuneration	1,642,861	438,816	4,308,816	2,718,026	1,170,023	5,470,023
Cap on the maximum amount resulting from target remuneration:			n. a.			5,150,000

1 Entire-year values for the first time.

2 Without possibility of adjustment due to exceptional developments.

TARGET REMUNERATION

	Melanie Kreis Finance					
	2022	Min. 2022	Max. 2022	2023¹	Min. 2023	Max. 2023
Base salary	981,383	981,383	981,383	1,005,795	1,005,795	1,005,795
Fringe benefits	17,948	17,948	17,948	18,338	18,338	18,338
Total	999,331	999,331	999,331	1,024,133	1,024,133	1,024,133
Annual bonus: one-year share	392,553	0	490,692 ²	402,318	0	502,898 ²
Multi-year variable remuneration	1,369,078	0	4,396,692	1,408,118	0	4,526,078
LTIP with four-year lock-up period	976,525	0	3,906,000	1,005,800	0	4,023,180
Annual bonus: deferral with three-year term	392,553	0	490,692 ²	402,318	0	502,898 ²
Total	2,760,962	999,331	5,886,715	2,834,569	1,024,133	6,053,109
Pension expense (service cost)	330,287	330,287	330,287	343,151	343,151	343,151
Total remuneration	3,091,249	1,329,618	6,217,002	3,177,720	1,367,284	6,396,260
Cap on the maximum amount resulting from target remuneration:			5,150,000			5,150,000

1 In conjunction with her reappointment, the base salary of Melanie Kreis was increased to €1,005,795 in the 2022 fiscal year and target remuneration thus adjusted in line with the remuneration system, cf. [remuneration report 2022](#).

2 Without possibility of adjustment due to exceptional developments.

TARGET REMUNERATION

	Dr Thomas Ogilvie HR					
	2022	Min. 2022	Max. 2022	2023¹	Min. 2023	Max. 2023
Base salary	930,000	930,000	930,000	945,500	945,500	945,500
Fringe benefits	12,386	12,386	12,386	12,745	12,745	12,745
Total	942,386	942,386	942,386	958,245	958,245	958,245
Annual bonus: one-year share	372,000	0	465,000 ²	378,200	0	472,750 ²
Multi-year variable remuneration	1,302,028	0	4,185,000	1,354,746	0	4,378,750
LTIP with four-year lock-up period	930,028	0	3,720,000	976,546	0	3,906,000
Annual bonus: deferral with three-year term	372,000	0	465,000 ²	378,200	0	472,750 ²
Total	2,616,414	942,386	5,592,386	2,691,191	958,245	5,809,745
Pension expense (service cost)	318,862	318,862	318,862	323,322	323,322	323,322
Total remuneration	2,935,276	1,261,248	5,911,248	3,014,513	1,281,567	6,133,067
Cap on the maximum amount resulting from target remuneration:			5,150,000			5,150,000

1 In conjunction with the regular salary review, the base salary of Thomas Ogilvie was increased to €976,500 per year and target remuneration thus adjusted in line with the remuneration system, cf. [details of fixed remuneration](#).

2 Without possibility of adjustment due to exceptional developments.

TARGET REMUNERATION

	John Pearson Express					
	2022	Min. 2022	Max. 2022	2023	Min. 2023	Max. 2023
Base salary	930,000	930,000	930,000	930,000	930,000	930,000
Fringe benefits	102,076	102,076	102,076	66,450	66,450	66,450
Total	1,032,076	1,032,076	1,032,076	996,450	996,450	996,450
Annual bonus: one-year share	372,000	0	465,000 ¹	372,000	0	465,000 ¹
Multi-year variable remuneration	1,302,028	0	4,185,000	1,302,047	0	4,185,000
LTIP with four-year lock-up period	930,028	0	3,720,000	930,047	0	3,720,000
Annual bonus: deferral with three-year term	372,000	0	465,000 ¹	372,000	0	465,000 ¹
Total	2,706,104	1,032,076	5,682,076	2,670,497	996,450	5,646,450
Pension expense (service cost)	296,692	296,692	296,692	320,989	320,989	320,989
Total remuneration	3,002,796	1,328,768	5,978,768	2,991,486	1,317,439	5,967,439
Cap on the maximum amount resulting from target remuneration:			5,150,000			5,150,000

1 Without possibility of adjustment due to exceptional developments.

TARGET REMUNERATION

	Tim Scharwath Global Forwarding, Freight					
	2022	Min. 2022	Max. 2022	2023¹	Min. 2023	Max. 2023
Base salary	930,000	930,000	930,000	957,125	957,125	957,125
Fringe benefits	23,931	23,931	23,931	15,998	15,998	15,998
Total	953,931	953,931	953,931	973,123	973,123	973,123
Annual bonus: one-year share	372,000	0	465,000 ²	382,850	0	478,563 ²
Multi-year variable remuneration	1,302,028	0	4,185,000	1,359,396	0	4,384,563
LTIP with four-year lock-up period	930,028	0	3,720,000	976,546	0	3,906,000
Annual bonus: deferral with three-year term	372,000	0	465,000 ²	382,850	0	478,563 ²
Total	2,627,959	953,931	5,603,931	2,715,369	973,123	5,836,249
Pension expense (service cost)	321,082	321,082	321,082	323,062	323,062	323,062
Total remuneration	2,949,041	1,275,013	5,925,013	3,038,431	1,296,185	6,159,311
Cap on the maximum amount resulting from target remuneration:			5,150,000			5,150,000

1 In conjunction with the regular salary review, the base salary of Tim Scharwath was increased to €976,500 per year and target remuneration thus adjusted in line with the remuneration system, cf. **details of fixed remuneration**.

2 Without possibility of adjustment due to exceptional developments.

TOTAL REMUNERATION FOR THE 2023 FISCAL YEAR

In addition to the base salary and fringe benefits, the following table includes the amount for the one-year share of the annual bonus based on the achievement of the targets set for 2023 (2023 annual bonus). With regard to the medium-term component (deferral), the payout amount reported is that of the deferral whose calculation period ended upon expiry of the fiscal year. In the 2023 fiscal year this was the 2021 deferral. The 2023 annual bonus and the 2021 deferral will be paid to the Board of Management members in the spring of 2024 following the adoption of the consolidated financial statements for the 2023 fiscal year. The tables also provide an indication of the amount paid under the tranches of the long-term component that were exercised in the 2023 fiscal year. Furthermore, for reasons of transparency, the pension expense (service cost according to IAS 19) is also disclosed. Comparison figures for the previous year are stated in all cases.

In some cases, the remuneration of the individual Board of Management members was substantially higher than in the previous year. On the one hand, this is attributable to the fact that, in 2023, SARs were exercised by several Board of Management members. On the other hand, two Board of Management members were employed for a full year for the first time in 2023.

TOTAL REMUNERATION FOR THE FISCAL YEAR

	Dr Tobias Meyer CEO (since May 5, 2023)		Oscar de Bok Supply Chain		Pablo Ciano eCommerce (since August 1, 2022)	
	2022	2023	2022	2023	2022	2023
Base salary	912,500	1,310,000	877,500	930,000	358,333	860,000
Fringe benefits	28,218	31,370	16,874	18,628	14,195	60,843
Total	940,718	1,341,370	894,374	948,628	372,528	920,843
Annual bonus: one-year share	427,754	487,669	430,799	364,138	168,487	293,730
Multi-year variable remuneration	356,200	2,358,327	321,750	366,704	–	–
Annual bonus: 2020 deferral	356,200	–	321,750	–	–	–
Annual bonus: 2021 deferral	–	406,727	–	366,704	–	–
2019 LTIP tranche	–	1,951,600	–	–	–	–
Other	–	–	–	–	–	–
Total	1,724,672	4,187,366	1,646,923	1,679,470	541,015	1,214,573
Pension expense (service cost)	290,795	322,088	294,798	319,522	–	298,999
Total	2,015,467	4,509,454	1,941,721	1,998,992	541,015	1,513,572

TOTAL REMUNERATION FOR THE FISCAL YEAR

	Nikola Hagleitner Post & Parcel Germany (since July 1, 2022)		Melanie Kreis Finance		Dr Thomas Ogilvie HR	
	2022	2023	2022	2023	2022	2023
Base salary	430,000	860,000	981,383	1,005,795	930,000	945,500
Fringe benefits	8,816	16,935	17,948	18,338	12,386	12,745
Total	438,816	876,935	999,331	1,024,133	942,386	958,245
Annual bonus: one-year share	190,615	293,730	484,108	218,037 ¹	458,761	351,978
Multi-year variable remuneration	–	–	457,153	3,564,679	427,865	3,175,163
Annual bonus: 2020 deferral	–	–	457,153	–	427,865	–
Annual bonus: 2021 deferral	–	–	–	476,044	–	456,863
2019 LTIP tranche	–	–	–	3,088,635	–	2,718,300
Other	–	–	–	–	–	–
Total	629,431	1,170,665	1,940,592	4,806,849	1,829,012	4,485,386
Pension expense (service cost)	–	293,088	330,287	343,151	318,862	323,322
Total	629,431	1,463,753	2,270,879	5,150,000	2,147,874	4,808,708

1 The one-year share of Ms. Kreis's annual bonus was curtailed by €156,387 due to the payment cap for 2023.

TOTAL REMUNERATION FOR THE FISCAL YEAR

	John Pearson Express		Tim Scharwath Global Forwarding, Freight	
	2022	2023	2022	2023
Base salary	930,000	930,000	930,000	957,125
Fringe benefits	102,076	66,450	23,931	15,998
Total	1,032,076	996,450	953,931	973,123
Annual bonus: one-year share	442,011	349,417	458,761	367,203
Multi-year variable remuneration	357,500	3,432,115	436,358	3,072,631
Annual bonus: 2020 deferral	357,500	–	436,358	–
Annual bonus: 2021 deferral	–	424,625	–	459,188
2019 LTIP tranche	–	3,007,490	–	2,613,443
Other	–	–	–	–
Total	1,831,587	4,777,982	1,849,050	4,412,957
Pension expense (service cost)	296,692	320,989	321,082	323,062
Total	2,128,279	5,098,971	2,170,132	4,736,019

REMUNERATION AWARDED AND DUE IN ACCORDANCE WITH SECTION 162 (1), SENTENCE 2, OF THE GERMAN STOCK CORPORATION ACT (AKTIENGESETZ – AKTG)

The remuneration of the Board of Management in the 2023 fiscal year was consistent with all the stipulations of the remuneration system.

In accordance with the requirements of Section 162 of the German Stock Corporation Act, disclosure of the remuneration awarded and due includes all payments received as well as all payments not received but due in the fiscal year. Accordingly, the table titled **Remuneration awarded and due in accordance with Section 162 (1), Sentence 2, German Stock Corporation Act in the 2023 fiscal year** includes – in addition to base salary and fringe benefits – payments for the 2022 annual bonus paid in the spring of 2023. For the medium-term component, the amount paid from the 2020 deferral in 2023 is shown. The table also states the amount paid under the tranches of the long-term component that were exercised in the 2023 fiscal year.

In accordance with the regulatory requirements, the target achievement underlying the 2022 annual bonus paid in 2023, the 2020 deferral and the 2017 and 2019 LTIP tranches is described below in greater detail.

2022 annual bonus – target achievement

The 2022 annual bonus is based on the remuneration system in the form approved at the Annual General Meeting of May 6, 2021 (agenda item 10). It can be accessed on the [company's website](#). The Board of Management members received an annual bonus whose individual amount reflected the extent to which their predefined targets were achieved, missed or exceeded.

It had the following structure for 2022:

PERFORMANCE CRITERIA 2022

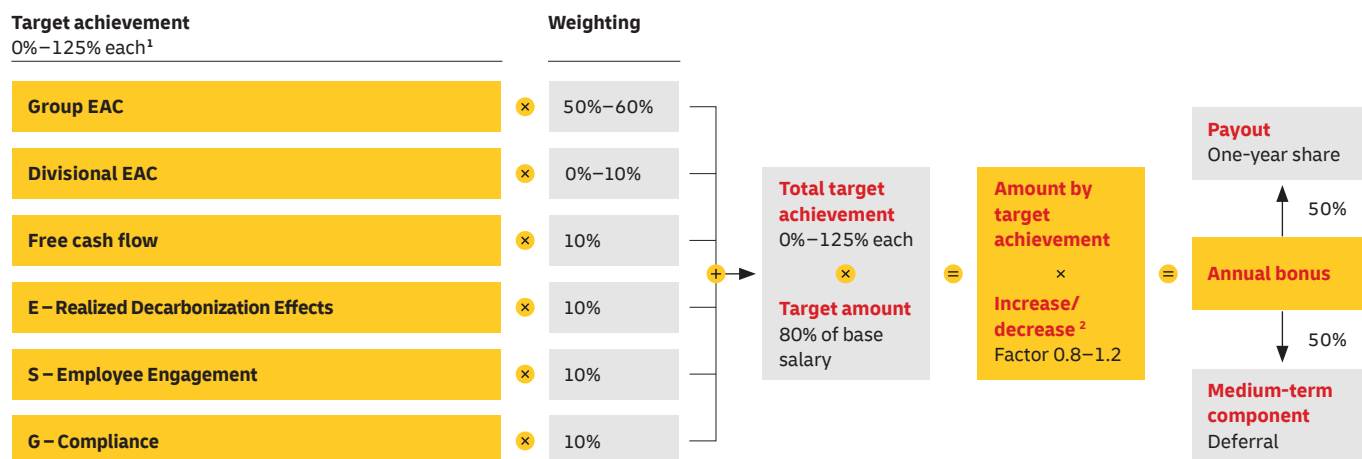
Performance criterion	Weighting	Incentive effect/strategic connection
Group EAC ¹	50% / 60% ²	<ul style="list-style-type: none"> Key performance indicator for the company Adds a cost of capital component to EBIT to encourage the efficient use of resources and to ensure that the operating business is geared towards increasing value sustainably and generating increasing cash flow
Divisional EAC ¹	0% / 10% ²	<ul style="list-style-type: none"> Measurement of individual performance in the respective Board departments Incentive for high profitability in the respective division
Free cash flow	10%	<ul style="list-style-type: none"> Key performance indicator for the company Measure of how much cash the company generates, taking into account payments arising from the Group's operations as well as capital expenditure and lease and interest payments Indicator of how much cash is available to the company for paying dividends, for repaying debt or for other purposes (e.g. funding pension obligations)
E – Realized Decarbonization Effects	10%	<ul style="list-style-type: none"> Serves the implementation of the target of reducing CO₂ emissions and offering climate-friendly logistics services
S – Employee Engagement	10%	<ul style="list-style-type: none"> Measures progress in achieving the target of being employer of choice
G – Compliance	10%	<ul style="list-style-type: none"> Incentivizes operating in accordance with ethical standards and, in doing so, fosters the minimization of business risks

1 Including the asset charge on goodwill and before goodwill impairment (EAC for short in the entire remuneration report).

2 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%.

The individual annual bonus amount for 2022 was calculated as follows:

CALCULATION OF THE ANNUAL BONUS 2022



1 Below a target achievement of 62.5%, the respective target is missed.

2 No use was made of the option to increase/decrease.

In the spring of 2023, the Supervisory Board determined the achievement of the financial targets as follows:

2022 FINANCIAL TARGETS – TARGET ACHIEVEMENT

Target	Target amount €m	Actual amount €m	Target achievement %
Group EAC	4,570	5,117 ¹	125.00
Divisional EAC			
Post & Parcel Germany	835	582	0.00
Global Forwarding, Freight	412	1,568	125.00
Express	3,078	2,749	79.97
Supply Chain	343	356	119.12
eCommerce	315	260	67.26
Free cash flow Group	1,722	3,067	125.00

1 Prior-year figure adjusted, see the 2023 Annual Report, note 4 to the consolidated financial statements. The adjustment has no effect on target achievement for 2022 and 2023.

The ESG targets were achieved as follows:

2022 NONFINANCIAL TARGETS – TARGET ACHIEVEMENT

Target	Target content	Target amount	Actual amount	Target achievement %
E – Environment	Measures for absolute CO ₂ reduction in the Group – Realized Decarbonization Effects	969 ¹	1,004 ¹	118.23
S – Social	Employee Opinion Survey (EOS) – Employee Engagement at Group level	80 ²	83 ²	115.00
G – Governance	Compliance-relevant training in middle and upper management	95 ³	98 ³	125.00

1 kt CO₂e WtW.

2 Approval (%).

3 Number of certificates in %.

The following table sets out the overall target achievement determined by the Supervisory Board in the spring of 2023 for the annual bonus for the 2022 fiscal year:

TOTAL TARGET ACHIEVEMENT FOR ANNUAL BONUS IN THE 2022 FISCAL YEAR (%)

Board of Management member	Target achievement Group EAC	Target achievement Divisional EAC	Target achievement Free cash flow	Target achievement Environment	Target achievement Social	Target achievement Governance	Total target achievement
Dr Frank Appel	125.00	n. a.	125.00	118.23	115.00	125.00	123.32
Ken Allen (until July 31, 2022)	125.00	67.26	125.00	118.23	115.00	125.00	117.55
Oscar de Bok	125.00	119.12	125.00	118.23	115.00	125.00	122.73
Pablo Ciano (since August 1, 2022)	125.00	67.26	125.00	118.23	115.00	125.00	117.55
Nikola Hagleitner (since July 1, 2022)	125.00	0.00	125.00	118.23	115.00	125.00	110.82
Melanie Kreis	125.00	n. a.	125.00	118.23	115.00	125.00	123.32
Dr Tobias Meyer	125.00	0.00 ¹	125.00	118.23	115.00	125.00	117.07
Dr Thomas Ogilvie	125.00	n. a.	125.00	118.23	115.00	125.00	123.32
John Pearson	125.00	79.97	125.00	118.23	115.00	125.00	118.82
Tim Scharwath	125.00	125.00	125.00	118.23	115.00	125.00	123.32

1 Target achievement of the Post & Parcel Germany division, for which Mr. Meyer was responsible until June 30, 2022.

One half of the annual bonus determined on the basis of target achievement was paid out in the spring of 2023 following the adoption of the consolidated financial statements for the 2022 fiscal year. The other half was transferred to the medium-term component. It will be paid out after the consolidated financial statements for the 2024 fiscal year have been adopted in the spring of 2025, but only if the EAC sustainability criterion has been achieved during that period.

2020 deferral

The sustainability phase of the share of the annual bonus deferred in 2020 expired December 31, 2022. The requirement for payout was that the asset charge be earned at a minimum at the end of the two-year sustainability phase, i.e. that cumulative EAC be positive during the sustainability phase, or that EAC at the end of the sustainability phase exceed EAC for the base year. Both of those requirements were met:

TARGET ACHIEVEMENT FOR 2020 MEDIUM-TERM COMPONENT

2020	2021	2022	Spring 2023
Annual bonus	Deferral		Determination of target achievement
	CRITERION 1 ¹ : EAC 2022 > EAC 2020		5,117 ² > 2,212 ³ ✓
	or		
	CRITERION 2 ¹ : EAC 2021 + 2022 > 0		5,186 + 5,117 ² > 0 ✓

1 EAC (€m).

2 Prior-year figure adjusted, see the 2023 Annual Report, note 4 to the consolidated financial statements. The adjustment has no effect on target achievement for 2022 and 2023.

3 €2,535 million excluding StreetScooter.

The deferred amounts were paid out in the spring of 2023 following the adoption of the consolidated financial statements for the 2022 fiscal year.

Long-Term Incentive Plan (LTIP), 2017 and 2019 tranches

In the fiscal year, the Board of Management members exercised SARs under the tranches granted in 2017 and 2019 under the Long-Term Incentive Plan which had been adopted by the Supervisory Board in 2006 and which still applies today in its essential structure. It was approved as part of the remuneration system for the Board of Management at the Annual General Meetings on April 28, 2010, April 24, 2018 and May 6, 2021.

The performance targets for the SAR tranches granted in 2017 and 2019 from which payouts were made in 2023 were achieved as follows:

TARGET ACHIEVEMENT FOR THE SAR TRANCHE

SAR performance targets	Thresholds	2017	2019
Performance versus STOXX Europe 600	+10%	✓	✓
	+0%	✓	✓
Absolute increase in share price	+25%	✓	✓
	+20%	✓	✓
	+15%	✓	✓
	+10%	✓	✓

All performance targets in both tranches were therefore achieved.

DETAILS OF THE ABSOLUTE AND RELATIVE PERFORMANCE OF THE SAR TRANCHEs 2017 AND 2019

2017	2018	2019	2020	2021	2022	2023	2024	2025	
Long-Term Incentive Plan 2017				LTIP exercise period					
€34.72 ¹			€58.11 ³						
375.59 points ²			462.07 points ³						
						Long-Term Incentive Plan 2019			LTIP exercise period
					€28.88 ¹		€44.16 ³		
					371.81 points ²		458.92 points ³		

1 Issue price (average price of the Deutsche Post share during the 20 days preceding the issue date).

2 Start value of the index (average value during the 20 days preceding the issue date).

3 Average share price and index value of the last 60 trading days before the end of the lock-up period.

The following table provides an overview of the remuneration awarded and due in the 2023 fiscal year:

REMUNERATION AWARDED AND DUE IN ACCORDANCE WITH SECTION 162 (1), SENTENCE 2, GERMAN STOCK CORPORATION ACT IN THE 2023 FISCAL YEAR

€	Dr Tobias Meyer Chief Executive Officer (since May 5, 2023)		Oscar de Bok Supply Chain		Pablo Ciano eCommerce (since August 1, 2022)	
Base salary	1,310,000	32.1%	930,000	54.7%	860,000	78.9%
Fringe benefits	31,370	0.8%	18,628	1.1%	60,843	5.6%
Total fixed remuneration components	1,341,370	32.9%	948,628	55.8%	920,843	84.5%
Annual bonus: one-year share	427,754	10.5%	430,799	25.3%	168,487	15.5%
Multi-year variable remuneration	2,307,800	56.6%	321,750	18.9%	–	–
Annual bonus: 2020 deferral	356,200	8.7%	321,750	18.9%	–	–
2019 LTIP tranche	1,951,600	47.9%	–	–	–	–
Total variable remuneration components	2,735,554	67.1%	752,549	44.2%	168,487	15.5%
Other	–	–	–	–	–	–
Total remuneration	4,076,924	100.0%	1,701,177	100.0%	1,089,330	100.0%

REMUNERATION AWARDED AND DUE IN ACCORDANCE WITH SECTION 162 (1), SENTENCE 2, GERMAN STOCK CORPORATION ACT IN THE 2023 FISCAL YEAR

€	Nikola Hagleitner Post & Parcel Germany (since July 1, 2022)		Melanie Kreis Finance		Dr Thomas Ogilvie HR	
Base salary	860,000	80.6%	1,005,795	19.9%	945,500	20.7%
Fringe benefits	16,935	1.6%	18,338	0.4%	12,745	0.3%
Total fixed remuneration components	876,935	82.1%	1,024,133	20.3%	958,245	21.0%
Annual bonus: one-year share	190,615	17.9%	484,108	9.6%	458,761	10.1%
Multi-year variable remuneration	–	–	3,545,788	70.2%	3,146,165	68.9%
Annual bonus: 2020 deferral	–	–	457,153	9.0%	427,865	9.4%
2019 LTIP tranche	–	–	3,088,635	61.1%	2,718,300	59.6%
Total variable remuneration components	190,615	17.9%	4,029,896	79.7%	3,604,926	79.0%
Other	–	–	–	–	–	–
Total remuneration	1,067,550	100.0%	5,054,029	100.0%	4,563,171	100.0%

REMUNERATION AWARDED AND DUE IN ACCORDANCE WITH SECTION 162 (1), SENTENCE 2, GERMAN STOCK CORPORATION ACT IN THE 2023 FISCAL YEAR

€	John Pearson Express		Tim Scharwath Global Forwarding, Freight	
Base salary	930,000	19.4%	957,125	21.4%
Fringe benefits	66,450	1.4%	15,998	0.4%
Total fixed remuneration components	996,450	20.7%	973,123	21.7%
Annual bonus: one-year share	442,011	9.2%	458,761	10.2%
Multi-year variable remuneration	3,364,990	70.1%	3,049,801	68.1%
Annual bonus: 2020 deferral	357,500	7.4%	436,358	9.7%
2019 LTIP tranche	3,007,490	62.6%	2,613,443	58.3%
Total variable remuneration components	3,807,001	79.3%	3,508,562	78.3%
Other	–	–	–	–
Total remuneration	4,803,451	100.0%	4,481,685	100.0%

OBSERVANCE OF REMUNERATION CAPS

The currently applicable remuneration caps were observed.

The remuneration system applicable in the 2023 fiscal year, which was approved at the Annual General Meeting on May 6, 2021, provides for an overall cap on the amount of payouts (including the service cost for the company pension scheme attributable to the fiscal year). Firstly, this limits the maximum payment amount arising from target remuneration in a given fiscal year (target remuneration cap; cap on remuneration granted according to the terminology of the Code dated February 7, 2017). Compliance with the maximum remuneration, i.e. the cap on remuneration granted, cannot be reported on until the final remuneration component from the 2021 fiscal year has been paid out. This depends on the target achievement of the 2021 LTIP tranche and the time when individual Board of Management members exercise their rights during the two-year exercise period from 2025 to 2027.

Payments attributable to a given fiscal year are also limited by a maximum amount (payment cap, the term used in the 2017 Code).

The cap on remuneration granted stands at €5.15 million for regular Board of Management members and €8.15 million for the CEO and has applied in this form since 2021. The payment cap also stands at €5.15 million and €8.15 million, respectively, and applies as of the 2022 fiscal year.

The remuneration components are included in the calculation of the caps as follows:

OVERALL CAPS: REMUNERATION COMPONENTS INCLUDED (EXAMPLE)

Cap on remuneration granted for 2023

Remuneration components included

- Long-Term Incentive Plan 2023 tranche
- Deferral from 2023 annual bonus
- Proportion of 2023 annual bonus for immediate payout
- Fringe benefits 2023
- Base salary 2023
- Pension expense (service cost ¹) 2023

Payment cap for 2023

Remuneration components included

- Long-Term Incentive Plan 2017/2018/2019 tranches ²
- Deferral from 2021 annual bonus
- Proportion of 2023 annual bonus for immediate payout
- Fringe benefits 2023
- Base salary 2023
- Pension expense (service cost ¹) 2023

1 In case of payout of a pension substitute: amount of pension substitute.

2 The payment date depends on the date of exercise within the two-year exercise period.

In addition to the aforementioned overall caps, the remuneration system has for many years also provided for caps for individual variable remuneration components.

Due to the cap regulations that existed before Section 87a (1), Sentence 2, No. 1, of the German Stock Corporation Act took effect, payments to Melanie Kreis and to the former Board of Management members Frank Appel and Ken Allen in the 2023 fiscal year were curtailed by applying the target remuneration cap. In addition, a curtailment was made for Melanie Kreis due to the payment cap.

REMUNERATION OF FORMER BOARD OF MANAGEMENT MEMBERS IN ACCORDANCE WITH SECTION 162 (1), SENTENCE 2, OF THE GERMAN STOCK CORPORATION ACT (AKTIENGESETZ – AKTG)

The benefits paid to former Board of Management members who have left the company over the past ten years can be seen in the following table:

REMUNERATION IN 2023 – BOARD OF MANAGEMENT MEMBERS WHO LEFT IN THE YEAR UNDER REVIEW

€	Dr Frank Appel (until May 4, 2023)	
Fixed remuneration		
Base salary	709,053	1.8%
Fringe benefits	20,060	0.1%
Variable remuneration		
Annual bonus: one-year share ¹	1,016,518	2.6%
Multi-year variable remuneration		
Annual bonus: 2020 deferral	1,020,039	2.6%
2017 LTIP tranche	3,074,615	8.0%
Pension payments	32,732,870 ²	84.9%
Other payments	–	–
Total remuneration	38,573,155	100%

1 In accordance with the regulatory requirements, the pro rata annual bonus for the 2023 fiscal year will be reported in the remuneration report for the 2024 fiscal year.

2 Frank Appel made use of the lump-sum payment option for his pension commitment. The pension capital pursuant to the pension commitment was therefore paid out to him. The pension capital had been earned over the entire duration of his appointment since 2002. The service cost had been subject to the cap rules in accordance with the remuneration system since 2021.

REMUNERATION IN 2023 – FORMER BOARD OF MANAGEMENT MEMBERS

€	Ken Allen	
Fixed remuneration		
Base salary	–	–
Fringe benefits	–	–
Variable remuneration		
Annual bonus: one-year share	275,871	7.6%
Multi-year variable remuneration		
Annual bonus: 2020 deferral	502,898	13.9%
2019 LTIP tranche	2,841,037	78.5%
Pension payments	–	–
Other payments	–	–
Total remuneration	3,619,806	100%

A further 11 pension recipients received total payments of €5.7 million in the 2023 fiscal year.

2. REMUNERATION OF THE SUPERVISORY BOARD

Remuneration for the members of the Supervisory Board is governed by article 17 of the Articles of Association of Deutsche Post AG. The remuneration system was approved by a 99.07% majority of votes cast at the Annual General Meeting on 6 May 2022.

According to this system, Supervisory Board members receive a fixed annual remuneration in the amount of €100,000, plus an attendance fee. The fact that only fixed remuneration is paid ensures that the Supervisory Board performs its control and monitoring tasks independently.

The Supervisory Board chairman and the Supervisory Board committee chairs receive an additional 100% of the remuneration, and the Supervisory Board deputy chair and committee members receive an additional 50%. This does not apply to the Mediation or Nomination Committees.

As in previous years, Supervisory Board members receive an attendance allowance of €1,000 for each plenary meeting of the Supervisory Board or committee meeting that they attended. Beginning in the 2022 fiscal year, an attendance allowance is only owed if the total sum of the attendance allowances accruing in a given year does not reach 10% of the total remuneration of the Supervisory Board member, including reimbursements received to cover expenses. The fixed annual remuneration and the attendance allowance become due at the close of the Annual General Meeting in the following fiscal year. Those who only serve on the Supervisory Board or its committees, or act as chair or deputy chair, for part of the fiscal year are remunerated on a pro rata basis. The members of the Supervisory Board are entitled to reimbursement of out-of-pocket cash expenses incurred in the exercise of their office.

The remuneration for activities performed in 2023 totalled €3.7 million, as in the previous year. Table B shows the remuneration paid to each Supervisory Board member. In addition, Table A shows the remuneration awarded and due for activities in the 2022 fiscal year – in accordance with Section 162 of the German Stock Corporation Act (AktG) – as “remuneration awarded in 2023.”

A. REMUNERATION AWARDED IN 2023 WITHIN THE MEANING OF SECTION 162(1), NO. 1, OF THE GERMAN STOCK CORPORATION ACT (AKTIENGESETZ – AKTG) ¹

Members of the Supervisory Board sitting in the fiscal year	Base remuneration	Compensation for membership in committee	Attendance allowance	Total remuneration
	€	€	€	€
Dr Nikolaus von Bomhard (Chair)	200,000	250,000	18,000	468,000
Andrea Kocsis (Deputy Chair)	150,000	200,000	15,000	365,000
Dr Mario Daberkow	100,000	–	4,000	104,000
Ingrid Deltenre	100,000	100,000	14,000	214,000
Jörg von Dosky	100,000	39,042	11,000	150,042
Gabriele Gültzau	100,000	–	4,000	104,000
Thomas Held	100,000	100,000	11,000	211,000
Dr Heinrich Hiesinger	100,000	50,000	8,000	158,000
Prof. Dr Luise Hölscher (since March 30, 2022) ²	75,890	73,975	12,000	161,865
Mario Jacobasch	100,000	50,000	8,000	158,000
Thorsten Kühn	100,000	50,000	8,000	158,000
Ulrike Lennartz-Pipenbacher	100,000	–	4,000	104,000
Simone Menne	100,000	50,000	11,000	161,000
Yusuf Özdemir	100,000	50,000	11,000	161,000
Lawrence Rosen	100,000	39,042	11,000	150,042
Dr Stefan Schulte	100,000	100,000	12,000	212,000
Stephan Teuscher ³	100,000	100,000	13,000	213,000
Stefanie Weckesser	100,000	50,000	12,000	162,000
Prof. Dr-Ing. Katja Windt	100,000	–	4,000	104,000
Stefan B. Wintels (since May 6, 2022)	65,753	32,878	6,000	104,630

1 Remuneration for activities in the 2022 fiscal year paid in the spring of 2023.

2 At Luise Hölscher's request, any portion of the remuneration exceeding the amount of €6,100 approved under civil service law will be paid directly to the federal treasury.

3 Stephan Teuscher receives €1,000 for membership of the DHL Hub Leipzig GmbH Supervisory Board (until August 26, 2022).

REMUNERATION AWARDED IN 2023 – FORMER SUPERVISORY BOARD MEMBERS

Supervisory Board members who left in the 2022 fiscal year	Base remuneration	Compensation for membership in committee	Attendance allowance	Total remuneration
	€	€	€	€
Dr Günther Bräunig (until May 6, 2022)	34,520.22	17,260.74	2,000	53,780.96
Dr Jörg Kukies (until March 9, 2022)	18,629.96	18,630.64	4,000	41,260.60

B. REMUNERATION FOR ACTIVITIES IN THE 2023 FISCAL YEAR ¹

Members of the Supervisory Board sitting in the fiscal year	Base remuneration	Compensation for membership in committee	Attendance allowance	Total remuneration
	€	€	€	€
Dr Nikolaus von Bomhard (Chair)	200,000	250,000	18,000	468,000
Andrea Kocsis (Deputy Chair)	150,000	200,000	14,000	364,000
Silke Busch (since May 4, 2023)	66,301	–	3,000	69,301
Dr Mario Daberkow	100,000	–	4,000	104,000
Ingrid Deltenre	100,000	100,000	12,000	212,000
Jörg von Dosky	100,000	50,000	11,000	161,000
Gabriele Gülzau (until May 4, 2023)	33,972	–	1,000	34,972
Thomas Held	100,000	100,000	13,000	213,000
Dr Heinrich Hiesinger	100,000	50,000	9,000	159,000
Prof. Dr Luise Hölscher ²	100,000	100,000	13,000	213,000
Mario Jacobasch	100,000	50,000	8,000	158,000
Thorsten Kühn	100,000	50,000	8,000	158,000
Ulrike Lennartz-Pipenbacher	100,000	–	4,000	104,000
Simone Menne	100,000	50,000	9,000	159,000
Yusuf Özdemir	100,000	50,000	11,000	161,000
Lawrence Rosen	100,000	50,000	10,000	160,000
Dr Stefan Schulte	100,000	100,000	11,000	211,000
Dr Katrin Suder (since May 4, 2023)	66,301	–	3,000	69,301
Stephan Teuscher	100,000	100,000	16,000	216,000
Stefanie Weckesser	100,000	50,000	11,000	161,000
Prof. Dr-Ing. Katja Windt (until May 4, 2023)	33,972	–	1,000	34,972
Stefan B. Wintels	100,000	50,000	9,000	159,000

¹ Will be paid out in the spring of 2024.

² At Luise Hölscher's request, any portion of the remuneration exceeding the amount of €6,100 approved under civil service law will be paid directly to the federal treasury.

3. REMUNERATION OF THE BOARD OF MANAGEMENT MEMBERS, THE SUPERVISORY BOARD MEMBERS AND THE EMPLOYEES ON A FULL-TIME EQUIVALENT BASIS RELATIVE TO THE COMPANY'S EARNINGS PERFORMANCE

The following table sets out the remuneration awarded and due in the individual fiscal years to the Board of Management members and the Supervisory Board members active in the fiscal year, the remuneration awarded and due in the individual fiscal years to the Board of Management and the Supervisory Board members who have left the Company in the last ten years and the remuneration of the other employees together with selected earnings indicators. Earnings are shown in terms of consolidated net profit, Group EAC and Group FCF. These figures are the Group's main performance indicators and therefore also constitute material performance criteria for the annual bonus of the Board of Management. In accordance with the regulatory requirements that call for the use of the company's earnings performance for this purpose, Deutsche Post AG's net profit for the fiscal year has been added. The average total remuneration of employees, which has been included for comparison purposes, was calculated on the basis of staff costs of DHL Group divided by the average number of DHL Group employees for the year and adjusted on the basis of full-time equivalents. The Board of Management was not included in calculating staff costs or the number of employees. To ensure consistency in the comparison with the remuneration awarded and due to the Board of Management members and the Supervisory Board members, pension scheme expenses have also been eliminated.

DEVELOPMENT OF REMUNERATION AND EARNINGS

	2020	2021	Percentage change 2020/2021	2022	Percentage change 2021/2022	2023	Percentage change 2022/2023
Development of the total remuneration of the Board of Management members							
€							
Dr Tobias Meyer	942,596	1,203,688 ¹	28	1,553,392 ¹	29	4,076,924 ²	162
Oscar de Bok	808,338	1,089,943 ¹	35	1,332,560 ¹	22	1,701,177	28
Pablo Ciano	–	–	–	372,528 ³	n. a. ⁴	1,089,330	192
Nikola Hagleitner	–	–	–	438,816 ³	n. a. ⁴	1,067,550	143
Melanie Kreis	1,697,454	9,580,272 ^{2,5}	464	1,811,338 ¹	–81	5,054,029 ⁶	179
Dr Thomas Ogilvie	1,280,487	4,328,559 ²	238	1,667,637	–61	4,563,171 ⁶	174
John Pearson	1,051,893	1,274,048 ¹	21	1,719,678 ¹	35	4,803,451 ²	179
Tim Scharwath	1,427,054	4,381,877 ²	207	1,714,162	–61	4,481,685 ⁶	161
Development of the total remuneration of the Supervisory Board members							
€							
Dr Nikolaus von Bomhard (Chair)	332,000	336,000	1	334,000	–1	468,000	40
Andrea Kocsis (Deputy Chair)	261,000	264,000	1	263,000	0	365,000	39
Dr Mario Daberkow	74,000	76,000	3	75,000	–1	104,000	39
Ingrid Deltenre	113,000	130,667	16	153,000	17	214,000	40
Jörg von Dosky	74,000	76,000	3	75,000	–1	150,042	100
Gabriele Gülzau	74,000	76,000	3	75,000	–1	104,000	39
Thomas Held	113,000	115,000	2	124,208	8	211,000	70
Dr Heinrich Hiesinger	46,750 ³	89,667	92	116,000	29	158,000	36
Prof. Dr Luise Hölscher	–	–	–	–	–	161,865 ^{3,14}	n. a. ⁴

DEVELOPMENT OF REMUNERATION AND EARNINGS

	2020	2021	Percentage change 2020/2021	2022	Percentage change 2021/2022	2023	Percentage change 2022/2023
Mario Jacobasch	74,000	76,000	3	86,208	13	158,000	83
Thorsten Kühn	–	41,917 ³	n. a. ⁴	113,000	170	158,000	40
Ulrike Lennartz-Pipenbacher	74,000	76,000	3	75,000	–1	104,000	39
Simone Menne	116,000	121,000	4	117,000	–3	161,000	38
Yusuf Özdemir	–	–	–	37,541 ⁵	n. a. ⁴	161,000	329
Lawrence Rosen	–	28,250 ³	n. a. ⁴	75,000	165	150,042	100
Dr Stefan Schulte	151,000	156,000	3	152,000	–3	212,000	39
Stephan Teuscher	116,000	134,667	16	158,000	17	213,000	35
Stefanie Weckesser	116,000	121,000	4	117,000	–3	162,000	38
Prof. Dr-Ing. Katja Windt	74,000	76,000	3	75,000	–1	104,000	39
Stefan B. Wintels	–	–	–	–	–	104,630 ³	n. a. ⁴
Development of the total remuneration of Board of Management members who left the company in the year under review							
€							
Dr Frank Appel	9,432,162 ^{5,7}	9,665,320 ^{5,7}	2	5,457,533 ⁷	–44	38,573,155 ^{8,9}	607
Development of the total remuneration of Board of Management members who left the company in previous years							
€							
Ken Allen	3,595,679 ⁷	9,614,450 ^{5,7}	167	9,274,374 ^{8,9}	–4	3,619,806 ¹⁰	–61
Development of the total remuneration of former Supervisory Board members							
€							
Dr Günther Bräunig	97,875	116,000	19	116,000	0	53,781 ³	–54
Dr Jörg Kukies	–	115,167 ³	n. a. ⁴	156,000	35	41,261 ³	–74
Development of the average total remuneration of the workforce €							
€							
Total workforce of DHL Group ¹¹	42,258	43,160	2	45,954	6	47,381	3
Earnings performance							
€m							
Consolidated net profit ¹²	2,979	5,053	70	5,359	6	3,677	–31
Group EAC	2,199	5,186	136	5,117 ¹³	–1	2,860	–44
Free cash flow Group	2,535	4,092	61	3,067	–25	2,942	–4
Deutsche Post AG net profit (HGB)	2,915	3,935	35	2,601	–34	2,786	7

1 Adjustment to bring remuneration into line with standard market salary levels.

2 Includes payouts under the long-term component for the first time since the Board of Management member's appointment.

3 Pro rata remuneration in the year of entry/exit.

4 Comparison with previous year not possible.

5 Includes payouts from several LTIP tranches.

6 Includes payouts under the long-term component. No rights were exercised in the previous year.

7 Remuneration as an active Board of Management member; cf. the remuneration report of the respective reporting period.

8 Includes lump-sum amount from the capitalization of benefits under the pension commitment.

9 Including remuneration as an active Board of Management member.

10 Remuneration from trailing remuneration components.

11 Not adjusted for currency effects; change excluding currency effects (all years calculated @AOP 2023): 2020/2021: 3%; 2021/2022: 3%; 2022/2023: 5%.

12 After deduction of noncontrolling interests.

13 Prior-year figure adjusted, see the 2023 Annual Report, note 4 to the consolidated financial statements. The adjustment has no effect on target achievement for 2022 and 2023.

14 At Luise Hölscher's request, any portion of the remuneration exceeding the amount of €6,100 approved under civil service law will be paid directly to the federal treasury.

REPORT OF THE INDEPENDENT AUDITOR ON THE FORMAL AUDIT OF THE REMUNERATION REPORT PURSUANT TO § 162 ABS. 3 AKTG

To Deutsche Post AG, Bonn

Audit Opinion

We conducted a formal audit of the remuneration report of Deutsche Post AG, Bonn, for the financial year from January 1 to December 31 2023 to assess whether the disclosures required under Section 162 (1) and (2) German Stock Corporation Act (AktG) have been made in the remuneration report. In accordance with Section 162 (3) AktG, we have not audited the content of the remuneration report.

In our opinion, the disclosures required under Section 162 (1) and (2) AktG have been made, in all material respects, in the accompanying remuneration report. Our audit opinion does not cover the content of the remuneration report.

Basis for the Audit Opinion

We conducted our audit of the remuneration report in accordance with Section 162 (3) AktG and in compliance with the *IDW Auditing Standard: Audit of the Remuneration Report pursuant to Section 162 (3) AktG (IDW AuS 870 (09.2023))*. Our responsibilities under those requirements and this standard are further described in the “Auditor’s Responsibilities” section of our report. Our audit firm has applied the IDW Quality Management Standards. We have fulfilled our professional responsibilities in accordance with the German Public Auditor Act (WPO) and the Professional Charter for German Public Auditors and German Sworn Auditors (BS WP/vBP) including the requirements on independence.

Responsibilities of the Executive Board and the Supervisory Board

The executive board and the supervisory board are responsible for the preparation of the remuneration report, including the related disclosures, that complies with the requirements of Section 162 AktG. In addition, they are responsible for such internal control as they have determined necessary to enable the preparation of a remuneration report, including the related disclosures, that is free from material misstatement, whether due to fraud (i.e., fraudulent financial reporting and misappropriation of assets) or error.

Auditor’s Responsibilities

Our objective is to obtain reasonable assurance about whether the disclosures required under Section 162 (1) and (2) AktG have been made, in all material respects, in the remuneration report, and to express an opinion on this in a report on the audit.

We planned and conducted our audit in such a way to be able to determine whether the remuneration report is formally complete by comparing the disclosures made in the remuneration report with the disclosures required under Section 162 (1) and (2) AktG. In accordance with Section 162 (3) AktG, we have neither audited the correctness of the content of the disclosures, nor the completeness of the content of the individual disclosures, nor the adequate presentation of the remuneration report.

Düsseldorf, March 5, 2024

Deloitte GmbH

Wirtschaftsprüfungsgesellschaft

Signed:

Prof. Dr. Frank Beine

Wirtschaftsprüfer

(German Public Auditor)

Signed:

Martin C. Bornhofen

Wirtschaftsprüfer

(German Public Auditor)